

# **FIVE-YEAR STRATEGIC PLAN**

FY 2008 to FY 2012

*Strengthening Public Safety in Our Communities through  
Excellence in Corrections*

**Dora Schriro**  
Director

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

	<u><i>Page</i></u>
<b>Overview</b>	<b>3</b>
<b>ADC Vision and Values</b>	<b>4 - 5</b>
<b>ADC mission, Agency description, Customers and Stakeholders</b>	<b>6</b>
<b>ADC Professional Principles and Code of Conduct</b>	<b>7 – 8</b>
<b>Overview, ADC Strategic Issues and Goals</b>	<b>9 – 10</b>
<b>Strategic Issues 1 – 4, Goals and Strategies</b>	<b>11 – 54</b>
<b>Issue 1</b>	<b>11</b>
<b>Issue 2</b>	<b>26</b>
<b>Issue 3</b>	<b>38</b>
<b>Issue 4</b>	<b>52</b>
<b>Resource Assumptions</b>	<b>57</b>
<b>ADC Measures of Success</b>	<b>58 – 62</b>
<b>Definitions</b>	<b>62 – 67</b>

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**Overview**

Arizona Laws 2002, Chapter 210 requires state agencies to publish a Strategic Plan annually. Arizona Department of Corrections (ADC) staff exceeds statute in an earnest effort to excel. ADC staff in most positions and many posts came together a number of times during Fiscal Years 2004, 2005 and 2006 to evaluate and expand the agency's Five-Year Strategic Plan striving towards flagship status. During Fiscal Year 2007 the department's three divisions redoubled their efforts again, meeting with teams of facility leaders at each of the agency's ten complexes, each team consisting of 120 or more in number including staff in the corrections and community corrections series, and support and programs personnel. Following each year's meetings work groups department-wide have been diligent in their refinement of our Strategic Plan (the Plan) and its implementation.

The department's Plan is the culmination of collaborative processes through which we develop clear, simple and sequential goals and objectives towards which we strive as corrections professionals. The Plan continues to sharpen our focus, refine our strategies and accelerate the implementation of critical activities. It enables us to harness our energy for maximum results and sustain our commitment to continue to seek out and incorporate the field's best practices into our policies and procedures. The Plan enhances our ability to protect the public now and later, prepare more offenders for release as civil and productive citizens well before the conclusion of their sentence, and ensure everything we pursue is crime victim friendly and focused. It is our roadmap to flagship status.

The Plan is outcome-oriented and evidence-based. It takes a long-term approach to public safety, adopts efficient processes and effective practices, and employs proven problem-solving strategies to reduce the cost of government and risk to its citizens. The Plan's four strategic issues and their goals, objectives and strategies maximize the department's critical resources notably our staff, space and time for the public's benefit. Accomplishing each of the four issues is critical towards fulfilling the department's mission to provide the longest lasting public safety.

Virtually all (96 percent) of state's prisoner population is sentenced to a term of years, the average time spent confined just 32 months with 40 percent serving less than six months in prison. The department's year-end caseload approached 75,000 offenders with 50,000 inmates in prison and 25,000 felons on parole at some time. With so many felons serving so little time ADC adopted Parallel Universe as its approach to re-entry preparation. Parallel Universe speaks to the manner in which inmates serve their time acquiring the skills essential to citizenship – literacy, employability and sobriety – practicing pro-social decision-making throughout the sentence making more good decisions and accepting responsibility for bad choices, integrating the community's core values in a prison setting. Parallel Universe emphasizes the necessity to prepare for release starting day one of incarceration: It is future-focused and victim friendly and it empowers our professional correctional workforce to make change happen in prison and on community supervision. Its continuum of incentives and sanctions, supervision strategies and program services supports a correctional system that provides ample practice throughout the sentence for offenders to make amends to crime victims and assume responsibility to live their lives as self-sustaining and law-abiding citizens who are less likely to relapse, to be revoked for technical reasons or to re-offend. Managing Arizona's prisons more like the real world since FY 2004 has yielded a number of positive outcomes including as notable examples marked

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

reductions in inmate-on-inmate and inmate-on-staff assaults and inmate grievances and lawsuits in the prisons and far fewer technical revocations from community supervision. Over time, it is expected that our approach to re-entry preparation will lower recidivism and cut its attendant costs.

The Department relies on excellence and professionalism in its workforce to maintain safety and security in its correctional facilities and its field operations, and to yield long-term outcomes that benefit taxpayers and protect the public. To this end, the Department renews its commitment to improve the quality of work life for employees, continue to expand staff development and training, empower supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of our exceptional correctional professional workforce.



Offender Operations Strategic Planning Session, staff participating in the updating of the department's five-year Plan

### Agency Vision

Strengthening Public Safety in Arizona Communities through Excellence in Corrections

### Agency Values

- Prizing staff as our most valuable resource
- Rewarding staff performance that contributes to our shared values, mission, and goals
- Treating every person with integrity and respect
- Promoting a high quality of work life
- Affirming leadership and professionalism are responsibilities shared by all employees

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

- Holding each individual accountable for their actions
- Empowering all individuals to contribute
- Celebrating our successes
- Learning from our mistakes
- Sustaining an environment in which everyone is safe, civil and contributes
- Remembering people can change when provided opportunity and positive reinforcement
- Holding offenders responsible for the harm they caused crime victims and accountable for reparation and restitution
- Treating all crime victims and survivors with fairness, respect, and dignity
- Incorporating principles of Restorative Justice in our correctional policies and processes
- Developing meaningful community partnerships
- Always using scarce resources wisely



ASPC-Douglas staff listens to their complex's work group recommendations

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

**Agency Mission**

The Arizona Department of Corrections recruits and recognizes a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for the release and reintegration in the communities of Arizona as civil, productive citizens.

**Agency Description**

The Department serves and protects the people of the state of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community in keeping with the field's best practices, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding and productive as they serve their sentences and later when they are released.

**Agency Customers and Stakeholders**

ADC strives to serve its customers and stakeholders with excellence:

- Arizona Citizens and Taxpayers
- Crime Victims and their Families
- ADC Employees
- ADC Employees' Families
- ADC Employee Organizations
- Correctional Volunteers
- Offenders and Ex-offenders
- Families and Friends of Offenders
- Community Service Organizations assisting Offenders and Ex-offenders
- Offender Advocacy Groups
- Executive, Legislative and Judicial Branches of Arizona government
- Federal, State, and Local Law Enforcement Agencies
- Municipalities
- Neighborhood crime watch groups
- Educational Institutions
- Private Sector Partners
- Other community-based partners
- Media/Press
- Future Generations of Arizonans

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

*The department's Professional Principles guide us in making ethical decisions and acting in an ethical manner. As employees of the Arizona Department of Corrections, we strive towards excellence in our every action by adhering to our code of conduct for correctional professionals at work and in all other aspects of our lives.*

**Professional Principles**

- We abide by all of the laws of the United States and the State of Arizona and model the profession's highest ethical and moral behavior at all times.
- We perform all of our work assignments in a responsible manner because the public's trust and confidence in the department rests with each of us.
- We are always diligent in the performance of our duties because our every action affects the safety and security of others.
- We expect proficiency and strive for excellence in our work performance.
- We pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- We are teachers and leaders.
- We are professional in all that we say and do in the workplace.
- We report misconduct.
- We celebrate others' successes.
- We communicate honestly and appropriately in word and action.
- We recognize and respect the similarities and differences in those who work with us and those who we serve.
- We treat everyone with respect and fairness.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

*The department's Professional Principles guide me in making ethical decisions and acting in an ethical manner. As an employee of the Arizona Department of Corrections, I strive towards excellence in my every action by incorporating our Code of Conduct for correctional professionals in my work and other activities.*

**Code of Conduct**

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in the Department rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
- I treat everyone with respect and fairness.

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

**Overview, Agency Strategic Issues and Goals**

**STRATEGIC ISSUE 1:**

**Improve public safety *now* through facility and field operations, employing Corrections' best practices**

- GOAL 1:** Agency personnel are knowledgeable and proficient in the department's core competencies and all units and sections in ADC consistently comply in full with essential policies and procedures.
- GOAL 2:** The department has viable emergency preparation plans and all staff is proficient in its application.
- GOAL 3:** Interactions between and among staff and offenders are positive, appropriate and professional.
- GOAL 4:** All offenders are routinely classified, their classification scores accurately reflecting current levels of risk and need.
- GOAL 5:** The department has adequate capacity and appropriately assigns offenders to housing in prison and supervision in the community commensurate with current risk and need.
- GOAL 6:** All programmable inmates are productively and appropriately engaged every day to eliminate idleness and institutional misconduct.
- GOAL 7:** All offenders earn opportunities to improve the conditions of their confinement and supervision through sustained positive conduct and satisfactory participation in appropriate programming.

**STRATEGIC ISSUE 2:**

**Improve public safety *later* by reducing offenders' relapse, revocation and recidivism through evidence-based strategies and services**

- GOAL 8:** The correctional environment is imbedded with real world *expectations* that offenders are responsible and accountable for their decisions and behavior, and real world *opportunities* for them to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.
- GOAL 9:** All offenders who are incarcerated for more than six months including special populations with co-occurring disorders and chronic mental health needs acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 10:** Through public and private sector partnerships with others in the community, the department provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.

**GOAL 11:** Through public and private sector partnerships with others in the community, all “fast-track” inmates, those who are incarcerated for less than six months receive transition-specific planning and programming prior to their discharge from prison.

**STRATEGIC ISSUE 3:**

**Recruit, retain and recognize excellent ADC staff representing this flagship agency**

**GOAL 12:** The department recruits and retains a qualified, diverse and professional correctional workforce, and recognizes their contributions to the actualization of the department’s vision and achievement of its mission.

**GOAL 13:** The department’s continuum of pre-service, in-service and pre-promotional training programs and career development prepares its workforce to assume and perform their duties with excellence and grow professionally and personally.

**GOAL 14:** The workplace environment sustains staff’s efforts to achieve and celebrate flagship status.

**STRATEGIC ISSUE 4:**

**Provide victim-focused and victim-friendly services to crime victims and survivors**

**GOAL 15:** Crime victims and their families have ready access to the department and receive credible information and critical support services.

**GOAL 16:** All offenders are involved in victim-focused activities that promote awareness of the impact of their criminal conduct on crime victims and press the population to make amends to crime victims for their unlawful behavior including the payment of all court-ordered restitution.

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

### STRATEGIC ISSUE 1:

#### **Improve public safety *now* through facility and field operations, employing Corrections' best practices**

During FY 2006, ADC admitted 19,853 offenders of which, 37% were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 30,868 and an offender count of 34,864, ADC ended the fiscal year with a deficit of 3,996 permanent beds, operating at 113% of its capacity on June 30, 2006. Full time programming of the population improved; 59% of the population are now productively engaged full time. The impact of increasing school, work and treatment and improving supervision strategies on the department's capacity to confine inmates and supervise parolees has improved its operations since FY 2003 reducing inmate-on-inmate assaults 24% and inmate-on-staff assaults 19%, cutting inmate grievances 13% and inmate lawsuits 47%, and lowering technical violations 51%. To efficiently and effectively operate a corrections system whose prisons are overcrowded and community corrections bureau is short on intermediate sanctions, all staff at every work location presses for excellence, striving to comply in full with department policy and procedure, performing their duties professionally, proficiently. Participating in peer-review teams to assess each unit's compliance with policies and procedures and ensuring all employees are proficient in their performance of core correctional competencies improves the department's execution of its core security practices. Eliminating idleness by moving towards full employment of the population and productive use of leisure time mitigates the impact of overcrowding further improving public safety now. During FY 2006, all complexes achieved significant compliance with department policies, achieving over a 50% reduction in Peer-Audit negative findings from FY 2005. Today, 99% of all correctional officers and 99% of all correctional supervisors have demonstrated mastery of key corrections competencies.



Staff at ASPC-Yuma discusses proposals to improve the department's Strategic Plan

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 1:**

**Agency personnel are knowledgeable and proficient in the department's core competencies and all units and sections in ADC consistently comply in full with essential policies and procedures.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. The scope of the Back-to-Basics (B2B) approach to staff safety and staff development is designed to be expanded annually testing all security staff on an increasing breadth of critical core competencies and including other department staff in the assessment of the performance of their duties; additional On-the-Job Training (OJT) and On the-Job Retraining (OJRT) is provided as necessary.
2. The B2B approach to auditing is augmented by enlisting more ADC subject matter experts (SME) and its scope is expanded incorporating additional important agency policies and procedures in the complexes' annual assessments.
3. The FTO training program was revised and is in place; re-certification of all FTO personnel occurs every three years.
4. Department Orders have been promulgated to remain current with recent Court rulings; policies and procedures and post orders were reviewed for compliance with state and federal statute and recent USSC holdings.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. The Contract Beds section is revamped developing monitoring strategies to document vendors' compliance/failure to comply with the contracts and so, the department's policies and procedures and adherence with constitutional conditions of confinement; it maintains timely and complete records and timely enforces contractual terms.
2. The ADC offender disciplinary system and Incident Management System (IMS) are revised and all inmate appeals processes are integrated; the updated department orders are implemented.
3. A process is put in place to ensure other key security policies are routinely reviewed at least every three years and revised as often as necessary.
4. An evaluation of the fugitive apprehension unit is completed; new operating orders including the development of a tracking system for classifying/capturing absconders are promulgated.
5. Guidelines to conduct fugitive apprehension per industry standards will be developed and adopted.
6. PREA is implemented in full; post orders are revised, staff training is updated, the inmate handbook is updated; informational posters and pamphlets are published.
7. Universal definitions measuring agency outputs and outcomes are published; guidelines ensuring accurate information is reported on time are promulgated.
8. Computer-based data bases tracking agency outputs and outcomes including complaints by and on behalf of inmates, staff, crime victims and others; major and minor rule violations and uses of force; and the percentage of offenders productively engaged full time for trend analyses of prison operations and field supervision are developed and maintained.
9. Computer-based data bases tracking agency outputs and outcomes including complaints by and on behalf of inmates, staff, crime victims and others; major and minor rule violations and uses of force; and the percentage of offenders productively engaged full

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

time to evaluate supervisory and management personnel work performance are developed and maintained.

10. A process is developed ensuring physical plant staff routinely receives in-service training and professional development and certification/recertification as warranted to include implementation of an 80 hour OJT program.
11. Outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities are implemented as soon as funding permits. Alternative remedies are developed where funds are not forthcoming.
12. Core competency testing is expanded to assess community corrections personnel. In addition to developing the assessment instrument for community corrections personnel, on-the-job Training (OJT) and on-the-job-retraining (OJRT) is provided.
13. Standardize services, supervision strategies and programs to the assignments of offenders commensurate with the current risks and needs assessments.
14. Field offices partner with community-based crime victims organizations engaging offenders on community supervision in victim-focused restorative justice activities.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2008**

1. The routine re-certification of all FTO personnel every three years is on-going.
2. The routine re-assessment of the processes by which key security policies are reviewed is on-going; improvements are made as warranted.
3. The routine re-assessment of the activities and outcomes of the fugitive apprehension unit is on-going; improvements are made as warranted.
4. The routine-re-assessment of the activities and outcomes of the Contract Beds unit is on-going; improvements are made as warranted.
5. The routine re-assessment of the Emergency Preparedness Unit is on-going; improvements are made as warranted.
6. The implementation of PREA is evaluated; modifications are made as warranted.
7. The implementation of universal definitions measuring agency outputs and outcomes is evaluated; modifications are made as warranted.
8. The utilization of computer-based data bases to track agency outputs and outcomes including complaints by and on behalf of inmates, staff, crime victims and others; major and minor rule violations and uses of force; and the percentage of offenders productively engaged full time for trend analyses of prison operations and field supervision is evaluated; modifications are made as warranted. Bandit reports are discontinued.
9. The utilization of computer-based data bases tracking agency outputs and outcomes including complaints by and on behalf of inmates, staff, crime victims and others; major and minor rule violations and uses of force; and the percentage of offenders productively engaged full time to evaluate supervisory and management personnel work performance is evaluated; modifications are made as warranted.
10. Assess the extent to which offenders on community supervision are participating in victims' focused restorative justice activities and make modifications as warranted.
11. Assess the extent to which Community Corrections staff has mastered its core competencies; expand core competency testing and provide OJT and OJRT as warranted.
12. Assess the extent to which Community Corrections has adopted evidence-based supervision strategies and make modifications as warranted.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Objectives led by the Division of Offender Operations, to be completed FY 2009 - 2012**

1. All staff performing FTO duties is routinely re-assessed and re-certified every three years.
2. All key security policies are routinely reviewed at least every three years and revised as often as necessary.
3. All department orders and post orders remain current with active court orders and consent decrees and recent court holdings and state and federal statute.
4. The fugitive apprehension unit apprehends absconders.
5. The Contract Beds unit is diligent and effective in its oversight of contracts; conditions of confinement are comparable or exceed those of inmates in state beds.
6. The emergency management unit keeps current comprehensive business continuity and emergency management plans; adequate training within and across prisons and participating partners is on-going.
7. Any remaining outstanding Blue Ribbon Panel (BRP) recommendations and outstanding Opportunities for Improvement (OFI) resolved in full.
8. The Back-to-Basics (B2B) approach to staff safety and staff development continues to expand, more critical core competencies are added to the proficiency testing of security staff and other job classes participate in testing; on-the-job training (OJT) and on-the-job-retraining (OJRT) provided as necessary.

### **Outputs**

1. All staff is tested for proficiency in core correctional competencies annually. All line staff, supervisors and administrators receive a passing score; greater than one-half score above average and more than one quarter score with distinction.
2. All units and complexes complete peer review assessments annually. All units and complexes receive passing scores and no units or complexes receive less than a passing score in any essential area.
3. Core competency testing and peer review assessments are each expanded to incorporate other important policies and procedures annually.
4. All FTO staff is re-certified every three years.
5. All high-risk and felony class 1 and 2 fugitives are apprehended.
6. DO 803 (inmate discipline), DO 806 (STG) and DO 802 (inmate grievance system) [consolidation of various appeals processes] are implemented.
7. Every DO is reviewed every three years and revised immediately as warranted.
8. All department orders are consistent with federal and state law and USSC and 9<sup>th</sup> circuit holdings.

### **Outcomes**

1. No security breaches are the result of staff failure to perform duties per policy and post order.
2. No security breaches are the result of a unit's or a complex's failure to comply with departmental orders and directives.
3. All future high-risk and felony class 1 and 2 fugitives are apprehended quickly.
4. Inmate discipline is fairly administered.
5. Uses of force are always warranted and no more intrusive than necessary.
6. All agency direction complies with the letter and the spirit of federal law and USSC holdings.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 2:**

**The department has viable emergency preparation plans and all staff is proficient in its application.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. Instituted an annual assessment process to ascertain and ensure emergency preparedness utilizing the National Institute of Corrections (NIC) instrument, all prison complexes.
2. Formalized collaboration and emergency preparedness training with law enforcement.
3. Integrated findings from the NIC emergency preparedness assessments into the B2B approach to auditing, enlisted additional ADC SME in the process, and incorporated other important agency policies and procedures in the complexes' annual re-assessments.
4. Incorporated familiarization with the National Incident Management System (NIMS) and Incident Command System (ICS) into the annual training plan.
5. Incorporated familiarization with NIMS and ICS into the Correctional Officer Training Academy (COTA) training plan.
6. Reviewed and revised all Emergency Operations Plans to ensure NIMS Compliance.
7. Developed, maintain and exercised an agency Business Continuity Plan that is guided by the ADC five-year Strategic Plan.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. Review and revise all Emergency Operations Plans based on lessons learned through emergency exercises and actual emergencies.
2. Integrate NIC emergency preparedness standards and assessments findings into the B2B approach to staff safety and staff development and expand testing to include other department staff; also integrate into Core Competency testing.
3. Train all First Responders in NIMS and ICS.
4. Devise and implement an emergency exercise plan that tests the agency emergency response capabilities annually.
5. Incorporate emergency readiness assessments through evaluated table top exercises into the annual peer audit reviews at each prison complex.
6. Create a video library of all ADC Buildings, entrances, rooms, cells and utility shutoffs.
7. Build and populate a central data base in the ADC Emergency Operations Center that incorporates all existing inventories for ADC to include fleet inventories, listing of all vendors and contractors, staffing rosters.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2008**

1. Review and revise all Emergency Operations Plans incorporating lessons learned from emergency exercises and actual emergencies.
2. Train all non-first responders in NIMS and ICS.
3. Establish Memoranda of Understanding and/or Mutual Aid Agreements with each county, city/town where ADC facilities are located.
4. Implement and host emergency preparedness seminars for first responder agencies that would respond to emergencies at each prison complex including a tour, review of emergency plans and table top exercises.
5. Incorporate emergency readiness assessments through evaluated table top exercises into the annual peer audit reviews at each prison complex.
6. Implement Command Academy to prepare identified emergency response administrators and commanders.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

7. Establish emergency plans with each prison complexes and community supervision offices in its catchments area providing a systematic response for sharing, supporting and dispatching responders from non effected locations.

**Objectives, led by the Division of Offender Operations, to be completed FY 2009-FY 2012**

1. Review and revise all Emergency Operations Plans based on lessons learned through emergency exercises and actual emergencies.
2. Provide appropriate levels of training to supervisory staff commensurate to the command roles to be assumed in large scale emergencies.
3. Identify and properly equip alternate command/emergency operations centers to allow for continuity of command in event of evacuation.
4. Acquire funds to establish and equip a mobile command post that supports maintenance of uninterrupted communications and related activities of any operation undertaken by the complex's command and control.
5. Obtain required funding through legislative appropriation to connect all incident command posts, all living unit air handlers systems onto emergency backup power generators.
6. Acquire funds to procure a mobile kitchen, mobile shower unit and mobile medical treatment facility for support to large scale emergencies statewide.

**Outputs**

1. All staff satisfactorily completes emergency response training.
2. The ADC Emergency Preparation plan is incorporated into all pertinent policies, procedures and practices.

**Outcomes**

1. All staff is proficient in emergency response policies, procedures and practices.
2. The ADC Emergency Preparation plan is adequate. All responses to emergencies comply with policy and satisfactorily address the presenting emergency.

**GOAL 3:**

**Interactions between and among staff and offenders are positive, appropriate and professional.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. Shift briefings are routinely utilized as opportunities for B2B training and timely and accurate transmittal of information from central office to the field.
2. Standards for management's attendance/interaction in shift briefings are established.
3. Internal self-assessment groups and improvement processes are in place to improve labor relations including the department's Labor Relations advisory committee and the Red Book review team.
4. The promotional process for security supervisors was revamped to identify staff with the highest skills and abilities.
5. Inmate Forums were instituted at the level-1 units, a prototype for expansion to all custody levels.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. Evaluate the effectiveness of Direct Supervision and Unit Management in minimum custody housing units; develop a plan to implement Direct Supervision and Unit Management in other custody levels' units.
2. Expand Inmate Forums to all minimum and medium security units.
3. Revamp the PACE process and identify criteria to evaluate work performance of supervisors and managers towards the timely achievement of the agency's strategic plan.
4. Modify DO 508 Employee Discipline Policy to encourage dialogue between the supervisor and employee in identifying the causes for behavior and an appropriate action plan to resolve.
5. All staff assigned to minimum custody units satisfactorily completes Direct Supervision and Unit Management training.
6. Computers are available to shift supervisors and line staff in all briefing rooms.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2008**

1. All staff assigned to medium custody units satisfactorily complete Direct Supervision and Unit Management training.
2. Expand Inmate Forums to all close and maximum security units.

**Objectives, led by the Division of Offender Operations, to be completed FY 2009 – 2012**

1. All staff assigned to minimum and medium custody units performs with proficiency the principles of Direct Supervision and Unit Management at their assigned work locations.
2. A formal assessment of the impact of the Direct Supervision and Unit Management training on staff performance will be completed and revision made as warranted.

**Outputs**

1. A professional shift briefing format is uniformly, universally implemented.
2. Direct supervision is implemented in all units, minimum and medium custody, department-wide.
3. Unit management is implemented in all units, close and maximum custody, department-wide.
4. An annual performance assessment for all classifications of supervisors and managers is implemented utilizing agreed-upon outputs and outcomes as evaluation criteria; the annual assessment is also a basis for promotions.
5. On-going improvement processes are implemented and institutionalized.

**Outcomes**

1. Clear, consistent communication within and across work units.
2. Empowered, informed, effective leadership.
3. A reduction in confrontations between and with supervisors and line staff, and staff and inmates.
4. A reduction in grievances and law suits filed by staff and inmates.
5. Improved organizational environment.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 4:**

**All offenders are routinely classified, their classification scores accurately reflecting current levels of risk and need.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. Revamped the ADC offender classification system and completed its validation in CY 2005; all inmates reclassified in FY 2006, annually thereafter.
2. Developed processes by which inmate and offenders are assessed, identified and referred to program services based solely on need for intervention, amenability to intervention, risk to self and others without intervention, and time to serve to complete intervention, per intake information and classification processes.

**Objectives, to be completed in FY 2007, led by the Division of Offender Operations**

1. Promulgate Department Order directing methods by which inmates in the same custody classifications are assigned to cells and housing units and prohibiting the assignment of inmates in different custody levels to the same cells and housing units.
2. Update DO 801 (DI 232) requiring staff to timely input classification scores in DI99 and DI61 screens.
3. Reassign inmates as warranted ensuring correct custody level placements reflecting current classifications.
4. Ensure all offenders on community supervision are timely assigned to and appropriately maintained at the correct level of community supervision per the department's classification and risk assessment instruments.
5. Prepare FY 2009 budget request to timely implement a fully automated time computation and offender management system department-wide.
6. Finalize and implement the pilot community-risk assessment instrument; modify as necessary and implement department-wide, ensuring the suitability of offender work assignments in prison and community work programs.
7. Implement processes by which offenders on community supervision are assessed, identified and referred to program services based solely on need for intervention, amenability to intervention, risk to self and others without intervention, and time to serve to complete intervention, per intake information and classification processes.
8. Audit to ensure all inmates and offenders on community supervision are correctly classified.
9. Audit to ensure all inmates and offenders on community supervision are accurately re-classified annually without classification overrides.
10. Inmates and offenders are assigned to custody and supervision levels based on reliable risk assessments.

**Objectives, led by the Division of Offender Operations, to be completed FY 2008 - FY 2012**

1. All inmates and offenders on community supervision are correctly classified.
2. All inmates and offenders on community supervision are accurately re-classified annually without classification overrides.
3. Inmates and offenders are assigned to custody and supervision levels based on reliable risk assessments.
4. Submit a decision package to fully automated the time computation and offender management system department-wide.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

5. Installation of a fully automated time computation and offender management system department-wide.

**Outputs**

1. All inmates in prison and offenders on community supervision are correctly classified, supervised commensurate with risk and assigned to programs services based on need.
2. Custody overrides are minimized.

**Outcomes**

1. Bed capacity and supervision slots are maximized.
2. Programs Services is maximized.
3. Untoward events caused by incorrect classification are eliminated.

**GOAL 5:**

**The department has adequate capacity and appropriately assigns offenders to housing in prison and supervision in the community commensurate with current risk and need.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. The count sheet is modified to accurately reflect the numbers of funded and unfunded beds that are permanent, provisional and temporary/emergency.
2. An inter-divisional population management committee is established.
3. Vendors receive some monitoring for compliance with contracts.
4. DO 806 (STG) is revised and implemented.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. The population management committee adopts processes to identify and respond to population trends.
2. Re-assign populations as warranted to units and complexes better suited to meet the department's operational requirements.
3. Revise the five-year bed plan to reflect recommended deactivation dates for certain (emergency, temporary, provisional, out-of-state, private, and otherwise unsuitable) beds as well the activation of permanent, in-state beds.
4. The Contract Beds unit establishes a formal system to monitor contract bed providers imposing uniform expectations and ensuring comparable conditions of confinement are available to state inmates in contract beds; contract bed monitors are selected, trained and assigned 24/7 to monitor for compliance.
5. A formal contract review process is adopted requiring timely evaluation of contract performance and preventing automatic contract renewals.
6. Implement a new daily count sheet/bed report to include definitions of rated and unrated bed types.
7. Establish expectations and ensure comparable conditions of confinement are available to state inmates confined in contract beds.
8. Gender-specific supervision strategies are adopted as warranted.
9. DI 67 (protective custody) is revised.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

10. Establish Master Plan that includes the 5 Year Bed Plan which identifies and forecasts the department's bed capacity with the number of male and female inmates by risk and needs, determines provisional beds to be made permanent and permanent beds to be taken off-line and addresses the reconfiguration of support service activities that provide greater effectiveness and efficiency for the department whose performance is maximized by centralizing, decentralizing or regionalizing endeavors; as examples, adopting cook-chill food services preparation and delivery, consolidating the two remaining pharmacies into one.
11. DO 806 (STG), revised, and modified as needed.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2008**

1. Master Plan that includes the 5 Year Bed Plan which identifies and forecasts the department's bed capacity with the number of male and female inmates by risk and needs, determines provisional beds to be made permanent and permanent beds to be taken off-line and addresses the reconfiguration of support service activities that provide greater effectiveness and efficiency for the department is completed; basis for revised operating capacity, funding request and five-year bed plan.

**Objectives, led by the Division of Offender Operations, to be completed FY 2009 - 2012**

1. Assess impact of the revision to DI 67 (protective custody).
2. The department's five-year bed plan is based upon reliable data about the population, updated population forecast trends and its bed capacity.
3. Population management is achieved.

**Outputs**

1. Population requirements are accurately depicted.
2. Capacity utilization is accurately depicted.
3. Opportunities to improve the efficiency and effectiveness of the complexes is depicted.
4. Eligible STG inmates satisfactorily complete the step-down process.
5. Inmates' personal security needs are accommodated through measures other than protective custody assignments whenever possible.

**Outcomes**

1. The department publishes a well-researched and well-reasoned five-year bed plan.
2. Existing space is maximized.
3. Operational costs are minimized.
4. Special population housing assignments are in keeping with national utilization rates.

**GOAL 6:**

**All programmable inmates are productively and appropriately engaged every day to eliminate idleness and institutional misconduct.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. The impact of overcrowding is offset by reducing idleness for approximately 60% of the prison population through full time work assignments and meaningful leisure time self-development and family-focused activities in place.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

2. The duties of programs series staff (CO III and IV) updated, a Case Managers unit established to provide ongoing professional development.
3. CO III staff and community corrections personnel trained to administer the Department of Health Services (DHS) universal core assessment and jointly develop discharge plans for offenders.
4. Established and activated key advisory ADC committees/councils with customers and stakeholders impacting facility operations including Constituent Services, Female Offenders, Labor Relations, Health Services; expanded others including ACI, Religious Services.
5. Established and activated internal self-assessment groups and improvement processes to improve service delivery systems such as the Quality Assurance, Morbidity and Mortality Review, and Suicide Review committees, and Inmate Forums.
6. Revised DO 917 so that inmates using drugs and consuming alcohol are re-assessed for need for intervention and risk for relapse and then, are referred to appropriate mandatory substance intervention in addition to disciplinary sanctions; increase capacity as needed

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. The ADC assessment and discharge plan process is standardized so that all offenders' assessment and discharge plans are developed uniformly by CO III staff in conjunction with community corrections personnel prior to discharge from prison.
2. At least 10 percent of the total population in prison and on community supervision is tested randomly monthly; the percent of the population testing positive for drug and alcohol use is no greater than three percent.
3. At least 15 percent of the total population in prison and on community supervision is targeted tested monthly; the percent of the population testing positive for drug and alcohol use is no greater than three percent.
4. DI 233 and DO 917 are integrated so that inmates using drugs and consuming alcohol are re-assessed for need for intervention and risk for relapse and then, are referred to appropriate mandatory substance intervention in addition to disciplinary sanctions; increase programming commensurate with need.
5. Universal definitions employed to measure and report agency outcomes monthly and assess annually the divisions' progress towards meeting published goals.
6. Continue to offset the impact of overcrowding and eliminate idleness by developing enough full time *work* assignments and meaningful leisure time activities for 80% of eligible inmates to be productively engaged by the end of FY 2007.
7. Continue to offset the impact of overcrowding and inmate idleness by expanding Community Betterment projects.
8. Continue to offset the impact of overcrowding and inmate idleness by expanding victims-focused activities.
9. Continue to offset the impact of overcrowding and inmate idleness by expanding Work Based Education programs.
10. Continue to offset the impact of overcrowding and inmate idleness by expanding ACI and IGA work assignments in the prisons and in the community.
11. Assess and identify work and programming opportunities during non-traditional work hours moving ADC programming to all shifts where appropriate.
12. Consistently apply the ADC assessment and discharge plan process; ensure all offenders' assessment and discharge plans are developed uniformly by CO III staff in conjunction with community corrections personnel prior to discharge from prison.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**Objectives, led by the Division of Offender Operations, to be completed in FY 2008**

1. Continue to offset the impact of overcrowding and eliminate idleness by developing enough full time *work* assignments and meaningful leisure time activities for 100% of eligible inmates to be productively engaged by the end of FY 2008.
2. Maintain numbers of positive random and targeted urine samples results at 3% or less.
3. Expand CCTV programming particularly in Special Management Units.
4. Develop through ACI additional training and work opportunities supporting the department's Efficiency Review commitment including the manufacturing and installation of solar panels for ADC facilities.

**Objectives, led by the Division of Offender Operations, to be completed FY 2009 - 2012**

1. The work of CO III staff and PO staff concerning discharge planning is integrated.
2. A process evaluation is completed; modifications are made as warranted.
3. An outcome evaluation is completed, modifications are made as warranted.
4. Program capacity is increased to timely serve all offenders on community in need.

**Outputs**

1. There is sufficient capacity to appropriately serve all inmates in prison and offenders on community supervision.
2. The capacity of programs services is optimized and fully utilized.
3. All inmate work assignments are based on risk and program assignments are based on need; inmates are reassigned as necessary.
4. At least ten percent of all offenders are randomly tested monthly for drug and alcohol use; at least 15 percent of all high risk offenders are targeted for testing monthly.
5. Uniform discharge planning is instituted.

**Outcomes**

1. Inmates and offenders receive appropriate supervision and programs services.
2. The numbers of offenders routinely tested for drug and alcohol use decreases; positive test results do not exceed 3% of offenders randomly tested or targeted for testing.
3. All inmates are employed full time.
4. Inmate-on-inmate and inmate-on-staff assaults and grievances and lawsuits continue to decrease.

**GOAL 7:**

**All offenders earn opportunities to improve the conditions of their confinement and supervision through sustained positive conduct and satisfactory participation in appropriate programming.**

**Objectives, led by the Division of Offender Operations, completed to date**

1. A standing work group is established to identify evidence-based institutional activities.
2. A standing work group is established to identify evidence-based community-supervision practices and activities.
3. A work group is formed to develop a tiered system of incentives through which inmates may improve the conditions of their confinement and parolees their conditions of community supervision.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

4. Cognitive restructuring, cultural diversity, anger management, and domestic violence is piloted.

**Objectives, led by the Division of Offender Operations, to be completed in FY 2007**

1. The standing work groups identifying evidence-based activities establishes schedules for the discontinuation of activities that are not evidence-based and processes by which new offerings are approved and adopted.
2. The system of incentives and sanctions is finalized after extensive input from staff and discussion with Inmate Forums and implemented.
3. WIPP is revised; the new inmate pay plan is based upon the Department of Labor Dictionary of Occupational Titles (DOT).
4. Institutional schedules are revamped; conflicts in the work day during which time work, jobs training, school and treatment is provided are eliminated.
5. The institutional schedule is expanded, evidence-based leisure time activities are added particularly in the areas of self-improvement including wellness and relapse prevention and family.
6. The inmate disciplinary policy is revised reducing minor rule violations wherever possible and clearly identifying criminal conduct as felony and misdemeanor crimes.
7. Other personal responsibilities currently borne by ADC staff are reassigned to inmates making conditions of confinement more like the real world; as examples inmates will assume responsibility for getting up on time and tracking their account balances.
8. Comparable modifications to the management of offenders on community supervision are made, shifting more responsibilities onto offenders better preparing them to succeed at the conclusion of their sentences.
9. Continue to develop and implement evidence-based work, self-improvement, and leisure-time programs services department-wide.

**Objectives, led by the Division of Offender Operations, be completed in FY 2008**

1. Modify as needed the components of Parallel Universe including institutional schedules, the system of tiered incentives and sanctions, inmate pay, the disciplinary policy, personal responsibilities, work day options and leisure time activities.
2. Complete the elimination of any activities that are not evidence-based and replace with proven work activities and viable self-improvement and leisure-time programs.

**Objectives, led by the Division of Offender Operations, to be completed FY 2009 – FY 2012**

1. Evaluate the effectiveness of the components of Parallel Universe and modify as warranted for maximum outcomes.

**Outputs**

1. Inmate activity schedule is revised per Parallel Universe principles separating work-day responsibilities for leisure time activities including the commissary, visits, the resource law library and sick call.
2. Inmates assume as many responsibilities such as maintaining their institutional account balance and purchasing an alarm clock to get up on time without officer assistance, and make as many personal decisions as possible improving the conditions of confinement via the incentive system.
3. Inmate pay schedule reflects community standards per Department of Labor, Dictionary of Occupational Titles (DOT.)

## **Department of Corrections**

### **Five-Year Strategic Plan, FY 2008 to FY 2012**

4. All inmates are employed full time.
5. All inmates use their leisure time wisely
6. Inmates' decision-making and pro-social problem-solving improves.

#### **Outcomes**

1. Inmate-on-inmate and inmate-on-staff assaults are cut to the lowest possible level.
2. Inmates' custody classification is reduced as their institutional conduct improves.

#### **Strategic Issue 1**

##### **Strategies, Other On-going Efforts towards Excellence led by Offender Operations**

1. Continue to develop community resources that are readily available and affordable.
2. Collaborate and share resources with other community emergency preparedness systems.
3. Partner with community and government organizations for resource development.
4. Develop as many meaningful partnerships as possible with stakeholders and customers.
5. Develop constituencies in the public and private sectors to advocate for ADC activities.
6. Expand advisory councils to continue to improve Offender Operations; establish others as indicated.
7. Routinely inform the department's customers and stakeholders about its activities and outcomes.
8. Fully utilize existing space, program slots, time, and personnel.
9. Identify root causes of legitimate inmate complaints and institute systemic changes.
10. Identify staff's successes and routinely recognize their contributions.
11. Encourage staff to be involved in their local community, recognize those who are.
12. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
13. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
14. Consistently provide only evidence-based programs department-wide.
15. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and/or field.
16. Offset the impact of overcrowding and eliminate idleness by developing enough full time *work* assignments for 100 percent of all eligible inmates to be productively engaged; maintain their full employment.
17. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information and classification processes and time to serve.
18. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
19. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
20. Identify and prioritize the referral of offenders to program services based on needs and risk per intake information and classification processes and time to serve.
21. Provide only evidence-based programs services and supervision strategies.
22. Encourage staff to be involved in their local community and recognize those who are.
23. Complete the re-certification of all current FTO personnel; continue to renew all FTO certifications every three years.
24. Monitor all vendors for compliance with contracts and vigorously enforce contractual terms.
25. Identify Court holdings impacting offender operations and make timely adjustments to policy and procedure as needed.

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

26. Streamline and automate data reporting systems to eliminate “noise” and support decision-making that focuses on outcomes not outputs.

### Summary of Outcomes, Strategic Issue 1

1. Validated need and risk instruments inform decision-making
2. Contracts renewals are based on merit
3. Increased constituent services contacts for information; fewer frivolous contacts
4. No inmate grievances are based on merit; fewer frivolous inmate grievances
5. No inmate lawsuits are based on merit; fewer frivolous inmate lawsuits
6. No escapes
7. No suicides
8. No homicides
9. No sexual assaults
10. No absconders
11. No new felonies committed by offender during the course of their sentences
12. No new felonies committed by ex-offenders after the conclusion of their sentences
13. No more than 3 percent of the population yields positive UA and breathalyzer test results
14. No inmate/inmate or inmate/staff assaults
15. No inmate pregnancies
16. No new HIV exposures
17. No avoidable illnesses or injuries
18. No avoidable deaths
19. All able inmates are functionally literate
20. All able inmates achieve grade 8 proficiency
21. All able inmates earn the GED
22. All able offenders in prison and on community supervision are productively employed
23. All able offenders satisfactorily resolve court-ordered restitution
24. All inmates and offenders on community supervision avoid lapse/relapse
25. No homeless offenders abscond
26. No offenders on community supervision are revoked for technical violations



Facility staff from ASPC-Lewis helps update the department's 5-year Plan

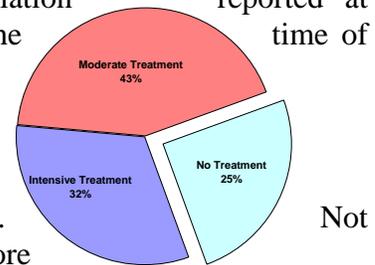
## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

### STRATEGIC ISSUE 2:

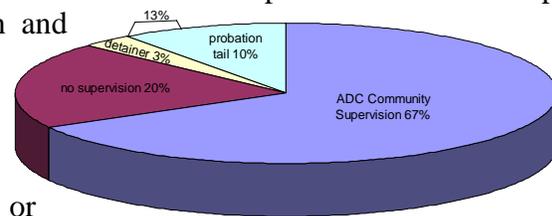
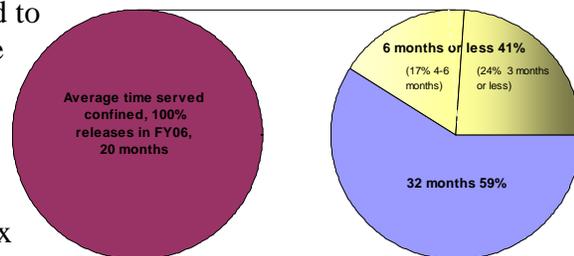
**Improve public safety *later* by reducing offenders' relapse, revocation and recidivism through evidence-based strategies and services**

During FY 2006, 37% of all offenders admitted to ADC were committed or returned to custody as a result of technical violations of community supervision, a steady improvement since FY 2003 when 45% of the incoming population was readmitted following revocation of probation by the court or revocation of parole by the Board of Executive Clemency. The remaining 63% of last year's admissions were sentenced by the court for new felony offenses. Few in this group, only 20%, were first-time felons and fewer still, only 13%, committed non-violent crimes, and just 4% were first-time, non-violent, drug offenders.

Most inmates admitted to ADC last year – 79% of the total prisoner population – have criminal histories including prior arrests, jail time and/or suspended sentences to probation. They have other problems as well. While 45% or so of the inmate population reported at Intake that they were under the influence of drugs or alcohol at the time of their arrest, 75% were determined to need substance abuse treatment services, 32% needing intensive treatment and 43% moderate treatment. Further, 58% of the population admitted in FY 2006 had not completed high school and did not possess a GED the majority of which – 49% – performed academically below grade 8. Surprisingly, less than 92% reported being gainfully employed before admission to ADC.



By and large the ADC inmate population failed to perform as civil (law abiding) or productive (literate, sober, employed) citizens in the community. Now sentenced to ADC, the typical inmate will serve about 20 months in prison but a considerable number – 41% of all releases in FY 2006 – will serve less than six months confined. The rest – 59% last year – only about 32 months. While many – about 67% – have a limited opportunity to finalize release plans on community supervision, around 20% complete their sentence in prison. Given the scope and severity of inmates' deficiencies at admission and relatively short sentences they serve, the department's approach to pre-release preparation begins day-1 of incarceration and continues through the last day of the sentence includes transition-specific services starting six or months prior to release. The ADC overall re-entry initiative incorporates Parallel Universe; a comprehensive approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives.



The department's implementation of Parallel Universe is captured in two expressions, "5x5" and "7x3x3." The first, "5x5," refers to the department's application of its new classification system in which inmates are rated from low (1) to high (5) risk *and* need and prioritized for assignments to school, work and treatment, those with six or months to serve and at greater risk of failure

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

served sooner and longer. The second, “7x3x3,” represents the expectation that all inmates are productively engaged seven days a week in three kinds of activities during the work day and leisure hours – full time work (including school and treatment) during the work day and self-improvement, community service and family activities when not working – and that over time, their conditions of confinement improve through a three-tiered system of incentives when they remain violation free and productively engaged.

The impact of Parallel Universe, an integrated effort imbued with real-world expectations, is measurable. Over the past three years, 7,655 inmates have earned a high school equivalency diploma and in FY 2006, ADC graduates represented a full 27.3% of the state’s total GED recipients. Sustained efforts to stabilize parolees are making a real difference, too. Since FY 2003, the number of revocations of offenders on community supervision for technical reasons has dropped 51%. Indicators of our initiative’s efficiency are as impressive as those measuring its effectiveness. The department’s correctional industries (ACI) generated \$26.7 million in sales last year; its profits reinvested in programs services for the population. The money was well spent. More than 98.5% of all classroom seats and over 80% of treatment slots were fully utilized. Increasingly, when the vast majority, 96% of all ADC inmates serving a term of years, are released they are far better prepared than before to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.

### **GOAL 8:**

**The correctional environment is imbedded with real world *expectations* that offenders are responsible and accountable for their decisions and behavior, and real world *opportunities* for them to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.**

### **Objectives, led by the Division of Program Services, completed to date**

1. Established advisory councils with subject matter experts, customers and stakeholders including inmates, inmate family members and ex-offenders supporting informed participation by the population in endeavors such as Inmates’ Forums conducted monthly at the women’s prison and increasingly at more complexes housing male offenders; Constituent Services Advisory Committee whose charge is to enhance conditions of confinement; the Work-Based Education initiative linking community-based jobs training and jobs developers with employers; and the Health Services Advisory Committee, its charge to link the department with the community to strengthen the recruitment of health care professionals, integrate community standards for healthcare and healthcare provider training in ADC operations, and update policy and procedures to reflect the field’s best practices. Still other standing groups have been expanded including the ACI and the Religious Services advisory groups to maximize outcomes.
2. Increasingly, responsibilities for wellness are shifted from ADC staff to ADC inmates who are expected to be directly and actively involved in their health care through diet, exercise and smoking cessation. Inmates are also expected to timely renew and pick up their prescriptions and do so during non-work hours.
3. Established a work group to identify other responsibilities in the areas of time and money management better shouldered by the population than staff; as examples, inmates purchase alarm clocks or watches instead of staff waking them and inmates monitoring their account balances rather than requesting that information from caseworkers.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

4. Established a work group to suggest modifications to schedules to which inmates and offenders adhere separating activities that should occur during the work day and reassigning the rest to occur during leisure time including the days and times that parolees report to mirror the real world as much as possible in prison and on community supervision.
5. Established a work group to revise the inmate pay plan reflecting the Department of Labor Dictionary of Occupational Titles (DOT).

**Objectives, led by Programs Services, to be completed in FY 2007**

1. Utilize the Efficiency Review (ER) process to identify ways to deliver inmate health care as much like the real world as possible and as efficiently and effectively as is feasible.
2. Evaluate the step-down programmatic components of validated Security Threat Group (STG) members; modify as warranted.
3. Identify and implement step-down programmatic components processes leading to the return to general population for sex offenders, inmates in protective segregation, and foreign national inmates (deportable and non-deportable).
4. Institute three-tier incentive system in which inmates' conditions of confinement improves through the course of the sentence as inmates progress in the completion of their individualized corrections plans and institutional conduct remains excellent.
5. Establish a work group to revise the disciplinary process incorporating civil and criminal principles in institutional expectations for pro-social conduct.
6. The department's Office of Women's Services will complete its plan identifying programs services and supervision strategies warranting modification so that long term outcomes for female offenders are as favorable as those for male offenders.
7. Evaluate the effectiveness of expanded and newly established advisory councils to improve Programs Services' long term outcomes.
8. The department implements strategies delineated in the Arizona Aging 2020 Plan to meet the anticipated needs of an increasing elderly and aging inmate population.
9. Per the Arizona Aging 2020 action plan, modify as many programs services and discharge planning process impacting elderly and aging offenders within existing resources.
10. Establish a Nurses Aide training program for offenders to ensure there are a sufficient number of adequately trained inmates to assist prisoners with severe physical limitations as "offender aides" per the Arizona's Aging 2020 Plan.
11. Develop and adopt adaptive recreational programs for the elderly utilizing internships for physical education majors per the Arizona's Aging 2020 Plan.

**Objectives, led by Programs Services, to be completed in FY 2008**

1. Finalize the department's Aging 2020 Plan encompassing conditions of confinement and supervision and yielding improvement in long term outcomes.
2. Establish circumstances, if any, when aging and the elderly are mitigating factors in disciplinary determinations per Arizona's Aging 2020 Plan.
3. The department's Office of Women's Services will implement in full its plan identifying programs services and supervision strategies warranting modification so that long term outcomes for female offenders are as favorable as those for male offenders.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Objectives to be completed in FY 2009-2012, led by Programs Services**

1. Increase capacity of internship programs for medical, nursing, mental health, dental and pharmacy students per Arizona's Aging 2020 Plan.
2. Modify existing agreements governing medical assistant, phlebotomy, and nursing aide programs for internships in support of the planned current expansion of the In-Patient Component (IPC) per Arizona's Aging 2020 Plan.
3. Continue to otherwise improve and expand the continuum of supervision strategies, programs services, incentives and sanctions, discipline code and institutional schedule to create conditions of confinement and community supervision as much like the real world as is possible.
4. The department's Office of Women's Services will evaluate the impact of its modifications of programs services and supervision strategies determining whether long term outcomes for female offenders are as favorable as those for male offenders; modify as needed.

### **Outputs**

1. More inmates assume more responsibility for the conditions of their confinement.
2. More inmates progress over time from higher to lower custody levels.

### **Outcomes**

1. Special populations decrease and the number and the percentages of inmates in each special population are commensurate with national data.
2. All programmable inmates are prepared to be civil and productive prior to release.

### **GOAL 9:**

**All offenders who are incarcerated for more than six months including special populations with co-occurring disorders and chronic mental health needs acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.**

### **Objectives, led by the Division of Program Services, completed to date During FY 2005**

1. The inmate education and vocational training sections and ACI, previously free-standing sections, now are components of the Work-Based Education initiative, integrating basic education, real world jobs training and apprenticeship work in inmate industries. Vocational education has been replaced with jobs training programs provided by community colleges and jobs training opportunities have been expanded. They operate in prisons where complementary ACI activities are conducted linking training, apprenticeships, and employment.
2. Increasingly, real world, world-of-work expectations are being introduced including as examples the requirement that inmates earn the GED before enrolling in jobs training and than no inmates without the GED certificate may keep or get ACI jobs.
3. Outstanding issues with the delivery of special education services resolved.

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

### **During FY 2006**

1. Work group formed to evaluate the efficacy of Work Force Development programs and clinical services (substance abuse, mental health, health, and sex offender treatment); any activity failing to meet national criteria for performance-based effectiveness to be discontinued by the end of FY 2008.
2. Work group formed to evaluate the efficacy of family reunification services; any program failing to meet national criteria for performance-based effectiveness to be discontinued by the end of FY 2008.
3. Work Force Development Advisory Board formed with representation from the private sector, higher education, the victims' community, state legislators, governmental agencies, and community members, to assist ADC identify and develop real-world jobs training options and work opportunities for inmates and jobs placements for offenders on community supervision.
4. Developed the parameters of a *work day* for all inmates serving at least six months including satisfactory participation in school and/or treatment and work six or more hours a day, five days a week.
5. Developed the parameters of programs services and discharge planning for all inmates serving less six months.
6. A work group determined the total number of inmates to be placed in work full and part time, the number of inmates currently assigned to school, work and treatment during the work day on a full and part time basis as the baseline for expansion of slots and seats as needed, and the optimum program capacity to productively engage the population as the basis for future years budget requests.
7. The backlog of inmates in need of mandatory basic education eliminated.
8. Utilization of school seats 98.5%.
9. Utilization of treatment slots 80%.
10. Utilization of jobs training slots 88.2%.

### **Objectives expected to be completed in FY 2007, led by Programs Services**

1. Finalize automation component to implement the Arizona Corrections Plan.
2. Evaluate efficacy of current leisure-time activities; any program failing to meet national criteria for performance-based effectiveness to be discontinued by the end of FY 2008.
3. Establish approved list of *leisure time* activities in which inmates serving at least six months may participate during the week including self-improvement activities (religious endeavors, wellness encompassing recreation, relapse prevention including NA and AA, etc.), family (fortification and reunification including visitation, parenting education and scouting) and community service.
4. Determine the current capacity of approved leisure-time activities as the baseline for expansion of slots and seats and indoor/outdoor visitation and recreation areas to productively engage prisoners during non-work hours.
5. Inmates are encouraged during leisure time to contribute to community service organizations serving the needy such as Hurricane Relief efforts and Stuff the Bus/Pack to School.
6. Evaluate impact of the cognitive restructuring, parenting, anger management/domestic violence prevention and cultural diversity curricula, modify as warranted; build capacity to serve all inmates regardless of length of stay by FY 2010.
7. Finalize parameters of discharge planning for all inmates.

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

8. Finalize Corrections Plan components for inmates serving less than six months.
9. Increase treatment capacity to meet 75% of need.
10. Increase jobs training opportunities to meet 75% of need.
11. Increase full time jobs placements including ACI to meet 75% of need in part by developing a business plan with conditions under which ACI and Offender Operations can sustain/expand inmate off-site private sector assignments.
12. In partnership with COTA, develop curriculum and modify the pre-service, in-service and pre-promotional training schedule to familiarize all ADC staff with the principles of Parallel Universe by the end of FY 2008.
13. Establish sufficient programs slots are available in *prison* to assign to school, work and/or treatment at least 90% of all programmable *inmates* six or more hours a day, at least five days a week.
14. Establish sufficient programs slots are available in the *community* for at least 50% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
15. Ensure comparable programs services are available to state inmates confined in contract beds and that the department's service delivery system (Parallel Universe) is adopted at all locations.
16. Identify and consolidate treatment services to maximize the efficiency and effectiveness of clinician contact and treatment to inmates as warranted.
17. Monitor and assess the Suicide Prevention Aide program, expand at identified facilities that house "high risk" inmates.

### **Objectives to be completed in FY 2008, led by Programs Services**

1. Community Corrections and CO III/IV participate in discharge planning for all inmates.
2. Corrections Plans are prepared for all inmates serving less than six months.
3. Increase treatment capacity to meet 90% of need in *prison* and in the *community*.
4. Increase jobs training opportunities to meet 90% of need in *prison* and in the *community*.
5. Increase full time jobs assignments in *prison* including ACI to meet 90% of need, in part by developing a business plan with conditions under which ACI and Offender Operations can sustain/expand inmate off-site private sector assignments.
6. Establish and maintain sufficient programs slots in *prison* to assign all programmable *inmates* to school, work and/or treatment six or more hours a day, at least five days a week by the end of FY08.
7. Establish and maintain sufficient programs slots in the *community* for at least 60% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
8. Develop systems and capacity to place 50% all inmates in full time work earning sustainable wages within ten days of release from prison.
9. All ADC staff receives pre-service, in-service and pre-promotional instruction about the principles of Parallel Universe.
10. Maintain sufficient evidence-based *leisure time* activities to serve eligible inmates every week during non-work hours.
11. Adopt/adapt and implement the plan proposed by the Work Force Development Advisory Board.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**Objectives to be completed in FY 2009, led by Programs Services**

1. Maintain sufficient programs slots in *prison* to assign to school, work and/or treatment all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish and maintain sufficient programs slots in the *community* for at least 75% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish sufficient evidence-based *leisure time* activities for eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities for all eligible inmates every week during non-work hours.

**Objectives to be completed in FY 2010, led by Programs Services**

1. Maintain sufficient programs slots are available in *prison* to assign to school, work and/or treatment of all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish and maintain sufficient programs slots in the *community* for at least 90% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish and maintain sufficient evidence-based *leisure time* activities for eligible inmates every week during non-work hours.
4. Establish and maintain sufficient evidence-based *family reunification* activities for all eligible inmates every week during non-work hours.

**Objectives to be completed in FY 2011 - 2012, led by Programs Services**

1. Maintain sufficient programs slots in *prison* to assign to school, work and/or treatment all programmable *inmates* six or more hours a day, at least five days a week.
2. Maintain sufficient programs slots in the *community* for all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Maintain sufficient evidence-based *leisure time* activities for all eligible inmates every week during non-work hours.
4. Maintain sufficient evidence-based *family reunification* activities for all eligible inmates every week during non-work hours.

**Outputs**

1. All inmates are productively engaged in evidence-based skill building endeavors during all three facets of the day.
2. Capacity to productively engage inmates during all three facets of the day is achieved.

**Outcomes**

1. All inmates have viable employment and housing at release; offenders on community supervision maintain viable employment and housing.
2. Resumption of parental custodial responsibilities whenever in the best interests of the child
3. Relapse, technical revocations and recidivism decrease.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 10:**

**Through public and private sector partnerships with others in the community, the department provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.**

**Objectives led by the Division of Program Services, completed to date**

1. The roles and responsibilities of correctional caseworkers and parole officers are clarified to avoid duplication in efforts and improve the discharge plan process.
2. Correctional caseworkers and parole officers receive training to jointly perform discharge planning duties.
3. Referrals to community providers by parole staff comport with needs and risks identified in the assessment and classification processes.
4. Integrated Religious Services in the re-entry preparation process linking individual inmates with the religious volunteer and the spiritual community in prison and on community supervision.
5. Continued discharge planning and re-entry for mental health inmates, including assisting inmates in applying for AHCCCS and referring seriously mentally ill inmates to the Regional Behavioral Health Authorities for continuity of care.
6. Implement Co-Occurring State Incentive Grant Program (COSIG) establishing appropriate re-entry linkages for inmates diagnosed with mental illness and addiction.
7. Established linkages with community post-release housing resources for those inmates completing prison-based treatment programming.
8. The backlog of students waiting for Functional Literacy programming (a statutory requirement) has been eliminated.
9. Special Education services are meeting the Arizona Department of Education standards and are being standardized to the highest expectations.
10. GED production, which is a basic prerequisite of entry into society and jobs, is at an all time high. In FY05, 3,125 GED certificates were earned, up from 791 three years ago. In FY 2006, 3,091 GED certificates were earned with statewide testing excluded for 3 months.
11. Post-Secondary education has been changed from the old, unproductive Vocational Technology model of the past into the new, Work Based Education model. Thirteen new programs, based on demand occupations, were added. These programs are partnered with Arizona Correctional Industries and produce an actual product for a customer as part of the learning process.
12. Implemented HB 2087 and began timely reporting per bill.

**Objectives expected to be completed in FY 2007, led by Programs Services**

1. Consolidate overlapping and make uniform similar programs activities including RTC, TOTL, SCARC, programs contained SB1291, HB2646 and HB2087, Level-1 units.
2. Finalize automation and implement the Arizona Corrections Plan to ensure all inmates receive transition-specific planning and programming six to nine months prior to discharge from prison.
3. Make uniform the transition-specific planning and programming provided to all inmates regardless of custody level (Minimum custody and other units) and time to serve (fast-track and traditional terms).

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

4. Finalize selection of location for Re-Entry initiative for high risk-high need male and female offenders; develop programs services in partnership with others.
5. Develop policies and processes to place homeless offenders in safe and sober housing.
6. Timely refer eligible inmates to DES and AHCCCS to apply for medical and/or SSI benefits prior to release.
7. Coordinate services based on Re-Entry “Hot Spots” to maximize long term outcomes of offenders.
8. Inmates and offenders are assigned to program services based on reliable needs and assessments and length of stay. A Corrections Plan shall be developed reflecting assessments of needs, risks and sentence length to 100% of inmates with *more than 6 months* to serve immediately upon the completion of the Intake process.

**Objectives to be completed in FY 2008, led by Programs Services**

1. Formally institute, providing to all inmates about six to nine months prior to their discharge from prison transition-specific planning and programming currently provided to Level-1 inmates by the end of FY07.
2. Conduct transportation study with recommendations enabling inmates to transfer from prison to their parole office, and non-supervised offenders to their home plan.

**Objectives to be completed in FY 2009-2012, led by Programs Services**

1. Conduct a process evaluation of the close and maximum security fast-track units and modify as necessary.
2. Conduct an outcome evaluation of the initiative overall and modify as necessary.

**Outputs**

1. All inmates serving more than 6 months confined are assigned to custody-specific units designated to deliver transition specific planning.
2. All inmates serving more than 6 months confined receives satisfactorily complete discharge planning prior to release.

**Outcomes**

1. All inmates serving more than 6 months confined have viable employment and housing at release.
2. Relapse, technical revocations and recidivism decrease.

**GOAL 11:**

**Through public and private sector partnerships with others in the community, all “fast-track” inmates, those who are incarcerated for less than six months receive transition-specific planning and programming prior to their discharge from prison.**

**Objectives completed to date, led by the Division of Program Services**

1. Developed and implemented a fast-track intake admissions process that takes no longer than three days to complete and yields information specific to discharge planning.
2. Developed a programs protocol for inmates with co-occurring disorders and/or prescribed psychotropic medications (COSIG grant).

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

3. Revised programs services for inmates with co-occurring disorders including substance abusing sexual offenders and inmates prescribed psychotropic medications (COSIG grant).

**Objectives expected to be completed in FY 2007, led by Programs Services**

1. Monitor/evaluate current Fast Track programs and consider expansion in one or more units in which minimum medium security fast-track inmates may be assigned and start assigning incoming short-term prisoners to those units.
2. Select and assign corrections series staff and caseworkers to the units.
3. Provide assigned staff and their supervisors with training provided by COTA enabling them to assess and engage inmates in transition-specific programming.
4. Utilize the OAST and other assessment instruments to identify dynamic factors impacting criminality and inform transition-specific planning and programming.
5. Inmates and offenders are assigned to program services based on reliable needs and assessments and length of stay. A Corrections Plan shall be developed reflecting assessments of needs, risks and sentence length to 100% of inmates with *6 months or less* to serve from intake and be assigned to a “Fast Track” facility to address their immediate needs and risks identified through assessment as they prepare for re-entry.

**Objectives to be completed in FY 2008, led by Programs Services**

1. Monitor/evaluate current Fast Track programs and consider expansion in one or more units in which medium security fast-track inmates may be assigned and start assigning incoming short-term prisoners to those units.
2. Conduct a process evaluation of the medium minimum security fast-track units and modify as necessary.
3. Identify one or more units in which close and maximum security fast-track inmates may be assigned and start assigning incoming short-term prisoners to those units.
4. Select and assign corrections series staff and caseworkers to the units.
5. Provide assigned staff and their supervisors with training provided by COTA enabling them to assess and engage inmates in transition-specific programming.

**Objectives to be completed in FY 2009-2012, led by Programs Services**

1. Conduct a process evaluation of the close and maximum security fast-track units and modify as necessary.
2. Conduct an outcome evaluation of the initiative overall and modify as necessary.

**Outputs**

1. All inmates are assigned to units based upon needs, risk, and length of stay.
2. All fast-track and special needs inmates satisfactorily complete discharge planning prior to release.

**Outcomes**

1. All fast track and special needs inmates have viable employment and housing at release.
2. Relapse, technical revocations and recidivism decrease.

# **Department of Corrections**

## **Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Strategic Issue 2**

#### **Strategies, Other On-going Efforts towards Excellence, to be led by Programs Services**

1. Continue to expand and maximize real world work opportunities for inmates and jobs for offenders on community supervision.
2. Modify as necessary programs services offerings to maximize long term outcomes for female offenders.
3. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
4. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedure as needed.
5. Identify and implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits.
6. Continue to develop community resources that are readily available and affordable; partner with community and government organizations for resource development; share resources with other community-based service delivery systems.
7. Develop as many meaningful partnerships as possible with stakeholders and customers; in partnership with constituencies in the public and private sectors advocate for ADC activities.
8. Expand or establish advisory councils to continue to improve Programs Services.
9. Inform ADC customers and stakeholders about its activities and outcomes.
10. Fully utilize existing treatment space, program slots and personnel.
11. Identify root causes of legitimate inmate complaints and institute systemic changes.
12. Identify staff's successes and routinely recognize their contributions.
13. Encourage staff to be involved in their community, recognize those who are.
14. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
15. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
16. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and/or field.
17. Offset the impact of overcrowding and eliminate idleness by maintaining full employment of all programmable inmates.
18. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information and classification processes and time to serve.
19. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
20. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
21. Provide only those programs services and supervision strategies whose efficacy is evidence-based.
22. Streamline and automate data reporting systems to eliminate "noise" and support program decision-making that focuses on outcomes not outputs.

### **Outputs**

1. All programmable inmates are productively engaged in evidence-based work-day, leisure-time, and self-improvement activities.
2. The conditions of confinement and supervision including inmate schedules, inmate discipline, inmate pay, inmate privileges, are premised upon real-world expectations for civil and productive conduct and promote responsible decision-making.

## Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012

3. The revised system of incentives and disincentives enables inmates to improve the conditions of their confinement over time.
4. All inmates receive adequate and timely pre-release discharge planning and transition-specific programming.

### Outcomes

1. Performance measures inform decision-making
2. Contracts renewals based on merit
3. No constituent services contacts for cause; fewer frivolous constituent services contacts
4. Inmates and offenders are compliant with medications and diet
5. No inmate grievances based on merit; fewer frivolous inmate grievances
6. No inmate lawsuits based on merit; fewer frivolous inmate lawsuits
7. No escapes
8. No suicides
9. No homicides
10. No sexual assaults
11. No absconders
12. No new felonies committed by the offender population
13. No new felonies committed by the ex-offender population
14. No positive UA and breathalyzer test results
15. No inmate/inmate or inmate/staff assaults
16. No inmate pregnancies
17. No new HIV exposures
18. No avoidable illnesses or injuries
19. All able inmates earn the GED
20. All able offenders on community supervision and ex-offenders are productively employed and earn sustainable wages
21. All offenders on community supervision and ex-offenders avoid lapse/relapse
22. No offenders are homeless
23. No offender on community supervision is revoked for technical violations



Staff from ASPC-Safford's Chase Team receiving recognition at the Strategic Planning Session

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **STRATEGIC ISSUE 3:**

#### **Recruit, retain and recognize excellent ADC staff representing our flagship agency**

The Arizona Department of Corrections currently employs 9,334 excellent employees all of whom serve Arizona diligently. The department is resolved that the state matches our employees' efforts and expresses its appreciation for their contributions with competitive wages and benefits. During FY 2006 the department's chronically high turnover rate reached 25% and its vacancy rate 22.56% fueling a statewide staffing shortage particularly in the correctional officer series where it reached 30% at certain locations. The department worked with the Governor's office throughout the legislative session generating over 60 media appearances in six months and meeting weekly with legislators to improve staff salaries with positive outcomes. Correctional Series (CO) employees representing 74% of the workforce received an increase of \$6,810 to their base pay in three increments during FY 2006. This raise in conjunction with an aggressive recruitment strategy reduced the Correctional Officer II average annual turnover rate between FY 2005 and FT 2006 from 23% to 18% and during the first quarter of FY 2007 to 17.67%. All other ADC staff also received an average increase to their base pay of \$3,090. The department is resolved to remedy other important issues impacting our employees' wages, benefits and working conditions notably, salary compression in the CO series, keeping officers' salaries competitive and raising civilian staff's wages to the mid point, and restoring previously swept FTE to provide viable shift relief. Included in the Executive FY 2008 Budget request are funds to give all state employees a raise and new monies to resolve compression in the CO series.

In addition to securing new funds in FY 2006 to raise all staff's salaries the department also adopted several new strategies to improve officer coverage. Following a comprehensive statewide staffing review that was completed in August 2005 "D-Level" staffing was abandoned and in its place, 210 vacant FTE were reallocated in December 2005 among the state's prison complexes per a new process we call CORE (Correctional Officers for Required Efficiency); see DI 230, Staffing Procedures/Roster Management. CORE made uniform critical posts at each place whose population and physical plant design are similar and assigned existing FTE accordingly yielding enough security staff on a given shift to safely operate all units under normal conditions. Moving from institution-specific allocations of FTE to department-wide standards for security post staffing also reduced the department's reliance on mandatory overtime to cover critical security posts as DI 230 (above) requires managers to project staffing shortfalls and encourages officers to volunteer to fill those slots in advance. The department also reversed its long-standing practice not to routinely pay cash overtime in October 2005. ADC also received \$1.5 million to replace and add vans to our Van Pool at its facilities with the greatest vacancies. The department also piloted 12-hour shifts at ASPC-Lewis and ASPC-Winslow, prisons whose vacancy rates exceeded 30%, and then expanded 12-hour shifts to ASPC-Safford, ASPC-Eyman and ASPC-Florence to further mitigate the impact of staffing shortages on our officers and their families.

In FY 2004 the department formed its Labor Relations Advisory Council, a group upon which we have increasingly relied. The Council was instrumental in effectively communicating with staff throughout the legislative session and drafting our performance measures by which all department employees will continue to qualify for performance pay. Our office of Labor Relations and the department's Liaisons were critical to achieving a marked reduction in staff grievances.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

Better pay coupled with operational reforms has resulted in slow and steady growth in the workforce. While recruitment is easier and COTA classes are now full, the rate of resignations is not yet fully resolved. In FY 2007 ADC is redoubling its efforts to find *and* keep exceptional personnel including an ambitious public education effort through which ADC introduces its exemplary cadre of correctional professionals to Arizona's citizens and taxpayers as this state's agents of change for improved public safety and the creation of a department Retention Officer.

### **GOAL 12:**

**The department recruits and retains a qualified, diverse and professional correctional workforce, and recognizes their contributions to the actualization of the department's vision and achievement of its mission.**

### **Objectives completed to date, led by Support Services**

#### **Recruitment**

##### CO Series

1. ADC expanded its advertising statewide to include cable TV and radio spots, billboards and advertisements in local newspapers.
2. ADC obtained funds through the appropriations process to increase all staff's salaries.
3. ADC supported passage of HB 2482 and then quickly implemented CORP Return to Work enabling staff who retired prior to January 1, 2006 to return to work as a correctional officer accruing benefits under ASRS and without jeopardizing CORP benefits. ADC contracted all eligible retired staff re-hiring several to date.
4. ADC revamped its reinstatement and rehiring processes revising pre-requisite requirements eliminating irrelevant employment criteria, waiving certain segments of COTA training for CO staff with prior ADC employment in the security series, and making both user-friendly.
5. ADC revamped its Recruitment Unit for Selection and Hiring (RUSH) enabling accelerated offers of employment within a week of application.
6. ADC expanded its use regional training centers and revised its schedule for pre-service instruction.
7. ADC obtained funds to replace vehicles and expand the employee van pool.
8. ADC through the U.S. Department of Veterans Affairs enabled eligible veterans attending the COTA Training Academy to receive Education G.I. Benefits during their pre-service training and OJT.

##### Medical Series

9. ADC developed an interim salary matrix for nurses increasing salaries pending approval of a new matrix by ADOA.
10. ADOA approved and ADC has implemented an expanded salary range for Physicians, Dentists, Pharmacist and Psychologists.
11. ADC established a medical recruiter position to attract and retain medical professionals
12. ADC expanded its use of medical interns.

##### Other Classifications

13. ADOA conducted classification maintenance reviews and desk audits for the Correctional Records Clerk Field Supervisors, Procurement series, Communication Technicians, Waste Water Treatment staff resulting in wage adjustments closer to the mid point.

## **Department of Corrections**

### **Five-Year Strategic Plan, FY 2008 to FY 2012**

#### All Classifications

14. ADC continues its commitment to improve state employee pay and make ADC an attractive workplace through meaningful work and recognition.
15. ADC is identifying the total number of staff eligible to retire over the next five years and is developing site-specific plans to retain or replace retiring staff.
16. ADC actively promotes staff's participation in tuition reimbursement and career development.

#### **Retention**

##### CO Series

1. ADC piloted a Retention Officer at ASPC-Lewis.
2. ADC replaced CISD with CIRT improving and expanding critical incident responses for affected staff.

##### Medical Series

3. ADOA approved and ADC has implemented expanding the salary range for mid-level providers.

##### Other Classifications

4. ADC established a Diversity Team to assist in identifying impediments in recruiting, retaining and promoting women and minority candidates/staff. The output of this work supports ADC's Annual Equal Opportunity Plan.

#### All Classifications

5. ADC promulgated Professional Principles and a Code of Conduct.
6. ADC expanded tuition reimbursement opportunities now offering more staff additional entry-level training opportunities and certificate courses of study including POST certification.
7. ADC solicits the feedback of staff through all strategic planning endeavors.
8. ADC established the Military Support Group, a network to support the families of employees in the Armed Forces and Reserves and National Guard on active duty.
9. ADC expanded support for ADC staff on military active duty and family members of ADC staff on active duty through various functions to include the sending of care packages, support flags, Christmas letters and providing ADC pins for their family members in recognition of their service.

#### **Promotional opportunities**

##### CO Series

1. ADC raised minimum qualifications in January 2006 now requiring standard or above performance evaluations and good attendance, and disqualifying applicants with a disciplinary record in the past 12-24 months depending on the classification. Applicants also earn extra points for additional education, certifications, maintaining physical fitness and evidencing other competencies.
2. ADC is seeking an increase in the FY 2008 appropriation during the CY 2007 legislative session to eliminate compression in the supervisory ranks from Sergeant to Captain.

##### Medical Series

3. ADC expanded its advertising network and accelerated its hiring decisions adding the internet and the state's Hiring Gateway automated recruiting system.
4. ADC obtained permission from ADOA to accelerate bona fide job offers to physicians and dentists foregoing its pre-approval.

## **Department of Corrections**

### **Five-Year Strategic Plan, FY 2008 to FY 2012**

#### Other Classifications

5. ADC adopted the state's Hiring Gateway automated recruitment system.

#### **Staff recognition and rewards**

1. ADC instituted flagship and oarsman awards to recognize extraordinary team and individual efforts.
2. ADC instituted peer awards including the (Dudley) Do-Right acknowledging staff "doing the right thing" on and off the job.
3. ADC established an annual calendar of special events to recognize employees' achievements and celebrate their ethnic diversity.
4. ADC recognizes its veterans and employees on reserve and active duty status by participating annually in Veterans' Day parades.
5. ADC staff are recognized and deployed as subject matter experts.

#### **Objectives to be completed during FY 2007, led by Support Services**

##### **Recruitment**

###### CO Series

1. ADC will form an advisory group to improve recruitment in the Hispanic, Native American, African American and Asian American communities
2. ADC will routinely offer work place tours for prospective and new hired employees and their families.

###### Medical Series

3. Health Services' medical recruiter will establish "Grow Your Own Nurse," an intern program for entry level nursing personnel including the nurse assistant classification.

###### All Classifications

4. ADC continues its commitment to improve state employee pay and make ADC an attractive workplace through meaningful work and recognition.
5. ADC will continue to determine the number of staff eligible to retire over the next five years and develop site-specific plans to retain or replace retiring staff.
6. ADC has formed a work group to develop public service announcements (PSA) raising public awareness and improving public understanding of ADC roles and responsibilities.

##### **Retention**

###### CO Series

1. ADC will evaluate and improve the exit interview process, sharing more anecdotal information on the surveys with management.
2. ADC will improve the PACE evaluation process including in part by increasing supervisors expertise with rating staff performance and managers monitoring of supervisors performance.
3. ADC will revise the PACE evaluation process developing evaluation criteria and tools meeting the unique requirements of specific posts and positions.

###### Medical Series

4. ADC will explore 12-hour shifts at certain locations.

###### All Classifications

5. Revise DO 601 (Administrative Investigations) and DO 508 (Staff Discipline).
6. Obtain ADOA approval to establish a "master" class in every rank and job group to recognize and reward exemplary uniformed and non-uniformed line staff and supervisors.
7. Routinely and formally recognize staff longevity and outstanding performance.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

8. ADC will establish a department Retention Officer in FY 2007. The RO shall have contact with staff at risk of resignation and those who have tendered their resignation in an effort to rescind those actions. The RO will also provide timely information to the divisions about turnover and identify areas for improvement.
9. Hold Section Heads accountable for staff turnover in their sections.

**Promotional opportunities**

All Classifications

1. ADC will continue to improve its use of the state's Hiring Gateway system building viable hiring lists from which supervisors quickly fill vacancies.

**Staff recognition and rewards**

1. ADC will form a subcommittee of the Labor Relations Advisory group to critique and propose improvements to formal and informal methods of recognizing staff department-wide and work-location specific. The subcommittee shall be expressly tasked to develop program to recognize perfect attendance including the award of leave time as permitted.
2. Expand utilization of Dudley Do-Right awards by work locations.

**Objectives to be completed in FY 2008 - 2012, led by Support Services**

**Recruitment**

1. Secure equitable and competitive salaries and benefits for all ADC employees.
2. Modify pay structures appropriate for hard to fill classifications.
3. As department employees salaries continue to rise, evaluate the applicant pool and continue to adjust/increase pre-employment pre-requisites.
4. Expand the "Grow Your Own" approach to recruitment through "ride-along" type opportunities, paid and unpaid internships and volunteer services, and part time employment.

**Employment**

1. ADC is developing for the Correctional Officer Series, an orientation process for probationary employees and assigning mentors to probationary officers.
2. ADC will evaluate functions currently performed by CO Series personnel that may be performed by other ADC staff and make adjustments as warranted.
3. ADC may expand discipline-specific recruiters as warranted.

**Retention**

1. ADC will resubmit its request to restore swept CO Series positions to adopt a shift relief factor and implement a manning formula to adequately cover all shifts all days all locations.
2. ADC will partially fund shift relief by converting the grave yard shift coverage from 10 hour x 4 day to 5 day x 8 hour.
3. ADC will continue to press for wages for all of its employees that are at market and remain competitive.
4. ADC will certify as many qualified staff as soon as eligible as "master class" specialists in all classifications.
5. ADC continues to improve its Critical Incident Response Team (CIRT) program components including staff follow-up, the referral process and provider responsiveness, and increase the number of contract provider contacts as needed.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Promotional opportunities**

1. ADC will continue to refine its promotional processes maximizing the number of eligible staff prepared and considered for promotion.
2. ADC will evaluate and revise as warranted its new promotion preparation classes and mentoring opportunities.

### **Staff recognition and rewards**

1. ADC regularly schedules formal department-wide recognition programs.
2. Section heads regularly schedule work unit-specific formal recognition programs.
3. Section heads and division directors routinely schedule “on the spot” awards and recognition ceremonies
4. ADC continues to improve its annual schedule of staff recognition opportunities.
5. ADC routinely releases media advisories when staff is hired, promoted and recognized.
6. ADC routinely uses its website and its publication, The Post, to feature employee events, activities and celebrations.

### **Outputs**

1. All vacancies are filled quickly.
2. All staff receives wages and benefits at or above market.
3. All eligible staff is promoted as opportunities present.
4. Staff counts on career progression within ADC.
5. All eligible staff receives recognition.

### **Outcomes**

1. The ADC workforce continues to grow in stature and professionalism.
2. Overtime spending is brought to the lowest level funded positions permit.
3. Mandatory overtime is brought to the lowest level funded positions permit.
4. EEOC complaints and staff grievances are eliminated.
5. Turnover resulting from non-competitive wages and benefits, lack of recognition and hostile workplace practices is eliminated.

### **GOAL 13:**

**The department’s continuum of pre-service, in-service and pre-promotional training programs and career development prepares its workforce to assume and perform their duties with excellence and grow professionally and personally.**

### **Objectives completed to date, led by Support Services**

#### **Pre-service instruction**

1. The Back-to-Basics (B2B) approach to staff assessment and training is integrated into the department’s pre-service training program for CO series and other staff.
2. Blue Ribbon Panel (BRP) and Opportunities for Improvements (OFI) recommendations are integrated into the pre-service curriculum.
3. ADC identified and adopted other jurisdictions’ best practices for inclusion in its Academy curriculum
4. ADC developed and piloted a New Employee Orientation at several locations.
5. ADC implemented an 8-hour class for the Officer OJT program ensuring all FTO staff receives annual training.

## **Department of Corrections**

### **Five-Year Strategic Plan, FY 2008 to FY 2012**

6. ADC implemented an OJT program for COII, COIII, Sergeants and Parole Officers.
7. ADC identified aspects of COTA training resulting in diminished outcomes for female offenders, modified training programs accordingly, and now provides training enabling staff to make gender-specific interventions.
8. Implemented OJT pilot programs for Sergeants and CO III series.
9. ADC Subject Matter Experts (SME) conducted a review of all training curricula to ensure compliance with current field practices.

#### **In-service instruction**

1. The B2B approach to staff assessment and training is integrated in the department's in-service training program for corrections series and other staff.
2. BRP and OFI recommendations integrated into in-service curriculum.
3. On-the-Job-Retraining (OJRT) is provided to CO series staff failing to achieve passing scores on core competency testing.
4. Tactical Support Unit (TSU) Academy was expanded to 108 hours including a 40- hour FBI training component for negotiators.
5. ADC expanded inter-agency training in the area of emergency-preparedness.
6. ADC implemented a recertification course for staff performing FTO functions.
7. ADC formed a relationship with ACA to implement the Corrections Certification Program to test and certify staff. Pilot was implemented at ASPC-Tucson.
8. ADC developed a training plan for cross training preparing staff to perform diverse job responsibilities in various custody-level facilities.
9. All staff received notice of the opportunity to pursue ACA certification through ADC's Tuition Reimbursement program.
10. ADC increased the numbers of women and minorities performing FTO functions 191% from 85 staff in FY 2005 to 247 staff in FY 2006.

#### **Promotional instruction**

1. The B2B approach to staff assessment and training is integrated into the department's promotional training program for corrections series and other staff.
2. ADC integrated BRP and OFI recommendations into in-service curriculum.
3. ADC expanded its Annual Training Plan, revising DO 509 expanding tuition reimbursement and publishing internal and external training opportunities supporting a continuum of training in preparation for promotion.
4. ADC secured "Multidisciplinary Approach to Prison Security" a NIC executive program.

#### **Career development**

1. ADC reinstated Tuition Reimbursement, revising its policy.
2. ADC expanded tuition reimbursement to cover professional training certificate programs including POST and ACA.
3. ADC now provides a self-paced pre-promotion program featuring mentoring and formal classroom activity.
4. ADC published written career pathways identifying for ADC staff the skills and methods to promote.

#### **Objectives to be completed in FY 2007, led by Support Services**

##### **Pre-service instruction**

1. Continue the Officer OJT program ensuring all FTO receive annual training.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

2. Develop and pilot a hands-on New Employee Orientation program replacing the existing self-paced program.
3. Ensure all non-correctional series staff receives pre-service instruction week one of employment.
4. Ensure all staff in pre-service training receive Prison Rape Elimination Act (PREA) curricula.

**In-service instruction**

1. Continue to increase the numbers of women and minorities performing FTO functions, all locations.
2. Develop curriculum to implement the Arizona Aging 2020 Plan; deliver training to 70% of all security and medical staff.
3. At least 90% CO series staff satisfactorily completes requisite number of in-service training hours.
4. At least 90% all other staff with inmate contact satisfactorily completes requisite number of in-service training hours.
5. At least 92% of the staff assigned to tactical units satisfactorily completes the Tactical Support Unit Academy.
6. At least 90% of the staff identified as first responders satisfactory completes inter-agency training in the area of emergency-preparedness.
7. At least 90% of all supervisory and management staff satisfactorily completes effective communication class.
8. All staff that has contact with female offenders satisfactorily completes training on gender-specific interventions.
9. All newly hired CO III staff completes 40 hours of OJT.
10. At least 90% of staff receive training on Victims' Services and Restorative Justice.
11. Training specific to the Prison Rape Elimination Act (PREA) is incorporated into in-service training for all staff.

**Promotional instruction**

1. Establish OJT/mentoring program for all newly promoted staff
2. Allocate at least 10% of supervision training slots for eligible employees on promotion lists.
3. Incorporate Effective Communication coursework in all promotional courses for supervisory and management staff.
4. Expand promotional requirements to include approved management and executive training.
5. Develop and pilot OJT for Lieutenants and Captains.
6. Schedule a NIC executive program at COTA.
7. Revamp the Sergeants' leadership academy
8. Revamp other in-service training for supervisors and managers.
9. At least 90% of newly promoted supervisors complete the Professional Development Program within 90 days of promotion.
10. At least 90% of newly promoted Sergeants complete Sergeants' Leadership Academy within 90 days of promotion.
11. At least 87% of newly promoted CO III staff completes CO III Academy within 90 days of hire/promotion.
12. At least 20% of all newly promoted staff meets pre-promotional development guidelines.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Career development**

1. Expand legislation enabling POST certified ADC staff to secure secondary employment in law enforcement.
2. Develop a software system to enable all ADC staff to plan careers in corrections within and across divisions.
3. ADC Training Officers offer career mapping opportunities to all supervisory staff.

### **Objectives to be completed in FY 2008 - 2012, led by Support Services**

#### **Pre-service instruction**

1. ADC Training Officers provide career mapping opportunities to all staff.

#### **In-service instruction**

1. All CO series staff satisfactorily completes requisite number of in-service training hours.
2. All other staff with inmate contact satisfactorily completes requisite number of in-service training hours.
3. All staff assigned to tactical units satisfactorily completes Tactical Support Unit Academy.
4. All staff identified as first-responders satisfactory completes inter-agency training in the area of emergency-preparedness.
5. All supervisory and management staff satisfactorily completes Effective Communication class.
6. All FTO personnel are re-certified; all FTO certifications are renewed every three years.
7. ADC continues to participate in the ACA certification programs.
8. Expand web-based training achieving greater efficiency in delivery.
9. Cross training in diverse job responsibilities is implemented across custody levels.
10. At least 50% of newly hired CO III staff completes CO III Academy prior to promotion by end of FY08.
11. At least 75% of newly hired CO III staff completes COIII Academy prior to promotion by end of FY09.
12. All newly hired CO III staff completes the CO III Academy prior to assignment by end of FY10.

#### **Promotional instruction**

1. ADC increases the capacity of its pre-promotional training program for line staff to meet 100% of demand by the end of 2011.
2. ADC allocates 50% of executive training slots to eligible employees on promotion lists.
3. At least 50% of all newly promoted staff meets pre-promotional development guidelines.
4. All newly promoted supervisors complete Professional Development Program prior to promotion.
5. All newly promoted Sergeants complete Sergeants Leadership Academy prior to promotion.
6. All newly promoted staff meets pre-promotional development guidelines.
7. A formal assessment of the impact of the Professional Development program is completed and revisions made as warranted.
8. A formal assessment of Sergeants' Leadership Academy is completed and revisions made as warranted.
9. A formal assessment of the pre-promotional development guidelines is completed and revisions made as warranted.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

10. Allocate at least 25% of supervision training slots for eligible employees on promotion lists.

**Outputs**

1. All new staff receives required training prior to assuming duties.
2. All promotional staff receives required training prior to assuming duties.
3. All supervisors and managers satisfactorily complete pre-promotional training prior to assumption of new duties.
4. All staff has access to career development.
5. All staff has access to tuition reimbursement opportunities.

**Outcomes**

1. All staff proficiently performs their duties.
2. All staff progresses within ADC commensurate with their interests and abilities.
3. All eligible staff earns the rank of Master.

**GOAL 14:**

**The workplace environment sustains staff's efforts to achieve and celebrate flagship status.**

**Objectives completed to date, led by Support Services**

**Human Services**

1. Redesigned recruitment strategy to decrease amount of time required from initial contact to hire date.
2. Reviewed BRP recommendations to redesign the promotional criteria for supervisors to include greater emphasis on experience.
3. Developed CIRT to focus on staff services and referral through peer intervention.

**Staff Training and Development**

1. Changed training approach from generic model to training plans tailored for specific job classifications.
2. Implemented a self paced pre-promotional program that prepares staff for required skills to promote within the agency.
3. Increased access for supervisory staff to profession developmental programs such as “*7 Habits of Effective Leadership*.”

**Planning, Budget, Research**

1. Budget development and allocations prepared in collaboration with the divisions

**Administrative Services**

1. A&R account updated to support agency requirements.
2. Audit of payroll practices completed; problems identified and eliminated ensuring staff receives timely and accurate paychecks.
3. Utilizing CORE methods to reallocate scarce resources, standardized fleet vehicle requirements and reallocated vehicles among complexes.
4. Supported the transition of the Inmate Stores from self-operation to privatization.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Inspector General**

1. Utilization of lie-detector instruments discontinued in staff administrative reviews
2. The SSU liaison established to link STG and SSU unit staff to improve problem identification and resolution.
3. Assisted RUSH in expediting background investigations to reduce time frames in hiring process.

### **Information Technology**

1. IT personnel reassigned to IPO to update ADC web site updated and keep it current.
2. Met GITA requirements to modify web page and meet new address requirements.

### **Objectives to be completed in FY 2007, led by Support Services**

#### **Human Services**

1. Evaluate impact of current advertising; reallocate resources to most effective medium identified for increased recruitment.
2. Operate an organization whose environment is physically and psychologically safe, free from harassment and retaliation.
3. Identify root causes of legitimate staff complaints and timely institute systemic changes to prevent reoccurrences.
4. Continue to monitor and benchmark personnel and employment trends, anticipate and respond timely to changes in individual units, complexes, and/or field.
5. Line staff and supervisors are conversant with and enforce employees' rights and responsibilities.

#### **Staff Training and Development**

1. Pre-service and in-service training teaches line staff and their supervisors how to achieve each of four strategic issues' goals and objectives.
2. Expanded training specific to the implementation of Parallel Universe is provided in all curricula.
3. Standardize new employee orientation to provide all employees with essential job related knowledge.
4. Through CIRT program, improve the work environment to foster healthy and productive staff.

#### **Planning, Budget, Research**

1. ADC streamlines and automates data reporting systems to eliminate "noise."
2. ADC collects, analyzes and uses reliable data to support program decision-making focusing on outcomes not outputs.
3. A comprehensive review of all programs services and supervision strategies is completed; activities that are not evidence-based and do not yield measurable outcomes are discontinued.
4. A needs and risks assessment for offenders on community supervision will be undertaken.

#### **Administrative Services**

1. Establish a system between ADC Divisions to identify contract expiration dates, timely respond to needs, redesign how contracts are written, accepted, monitored and held in compliance.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

2. Financial procedures comply with statute, regulations and policies.
3. Complete Inventory Certifications on time; control and account for department equipment and capital property from acquisition through disposal.
4. Timely collect and distribute court-ordered restitution payments.

**Inspector General**

1. Staff's right to due process is affirmed and assured.
2. Offenders' right to due process is affirmed and assured.
3. Develop and adopt guidelines to conduct administrative investigations encompassing consideration of state tort and federal civil rights violations.

**Information Technology**

1. Finalize the statewide FY 2007 Telecommunications outsourcing contract requirements to include consistent application of phone service, evaluation of infrastructure and develop an equipment replacement cycle.
2. Develop a strategy to replace move ADC Adult Information Management System (AIMS) from a mainframe platform to a client-server based system for greater business intelligence based reporting.
3. Develop decision package item for FY 2009 Legislation that identifies infrastructure improvement requirements to replace end of life technology.
4. Utilizing CORE process; standardize allocation of computer hard/software requirements to operate a complex.
5. Develop a strategy to develop and implement life cycle replacement program for desktop and laptop computers through a centralized inventory program that includes tracking and management of all assets.
6. Automate current agency manual processes for greater operational efficiency, accountability and service to include web-based application process for inmate visitation, Bar Code/RFID for integration into facility operations such as security device, capital equipment and warehouse inventorying, automated timekeeping, inmate identification tracking and conversion of inmate institutional and medical files to electronic files.

**Objectives to be completed in FY 2008-2012, led by Support Services**

**Human Services**

1. Implement a system that meets the legal mandates and needs of employees and supports agency management.
2. Review organizational structure and evaluate resource allocations towards Objective 1.
3. Establish a system to enhance training of the employee in rights and responsibilities; assisting management in effective decision making regarding staff issues.
4. Contribute overall to healthy staff initiatives to include improved occupational health practices.

**Staff Training and Development**

1. Provide timely re-assessments of staff's need for intervention and instruction.
2. Review ADC's administration and organization of training programs towards an integration of staff training and career development.
3. Revise ADC's administration and organization of training programs to integrate staff training and career development.

## **Department of Corrections**

### **Five-Year Strategic Plan, FY 2008 to FY 2012**

4. Identify criteria to evaluate the work performance of supervisors and managers towards the timely achievement of the agency's strategic plan.
5. Encourage progressive movement by staff within and between job classifications and divisions to cultivate a well-rounded work force.

#### **Planning, Budget, Research**

1. Streamline and automate data reporting systems to eliminate "noise."
2. Collect, analyze and use reliable data to support program decision-making focusing on outcomes not outputs.
3. Budget requests and allocations based on need per direction of division directors.
4. Monthly and annual reports accurately convey to staff and others outcome measures incorporated in the strategic plan.

#### **Administrative Services**

1. Provide technical, training and procurement support to divisions to meet agency goals.
2. Contract renewals completed at least four months prior to the expiration date.
3. Financial procedures comply with statute, regulations and policies.
4. Complete Inventory Certifications on time; control and account for department equipment and capital property from acquisition through disposal.
5. Pay invoices within 10 working days of receipt at Central Office Accounting.
6. Process and reconcile budget, inmate banking and financial transactions (purchase orders, vendor and travel claims, deposits, etc.) timely and accurately.
7. Meet all State and Federal regulations in regard to emissions and third-party testing.
8. Timely collect and distribute court-ordered restitution payments.
9. Track time and attendance, account for leave balances accurately.
10. Only renew contracts meeting or exceeding its requirements; finalize submissions at least two weeks in advance; complete contract renewals four months prior to the expiration date.
11. Develop and initiate a centralized fleet management program.

#### **Inspector General**

1. Staff's right to due process is affirmed and assured.
2. Offenders' right to due process is affirmed and assured.
3. All administrative and criminal investigations meet or exceed industry standards.

#### **Information Technology**

1. Outsourcing contract transition requirements completed without disrupting agency support activities.
2. ACJIS modifications meet FBI/NCIC security and communication standards.
3. AIMS modified to support PSD and OOD requirements to achieve agency goals.
4. Complete development of automated inmate diagnostic centers.
5. Implement online inmate visitation application process.
6. Implement Bar Code/RFID tracking systems.
7. Implement electronic file system of inmate institutional and medical files.

#### **Outputs**

1. Support Services meets or exceeds agency expectations and divisions' requirements.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Outcomes**

1. ADC exceeds published performance measures through efficient and effective system and resource allocation, utilization and application.

### **Strategic Issue 3**

#### **Strategies, On-going efforts towards Excellence, led by Support Services**

1. Develop community resources that are readily available and affordable.
2. Collaborate and share resources with community-based service delivery systems.
3. Partner with community and government organizations to develop/expand human resources.
4. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
5. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
6. Expand or establish advisory councils to improve Support Services activities and outcomes.
7. Inform the department's customers and stakeholders about its activities and outcomes.
8. Fully utilize existing resources wisely including space, funds and personnel.
9. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
10. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
11. Consistently provide, department-wide, only evidence-based services and strategies.
12. Identify USSC holdings impacting agency operations, timely adjust policy and procedure.

### **Outputs**

1. All vacant positions are filled quickly.
2. Disparity in employment and promotion of women and minorities is eradicated.
3. Staff discipline is infrequent and when it occurs, it is fairly administered.
4. Administrative investigations are complete, timely and meet industry standards.
5. All staff grievances are resolved; as many as possible are resolved informally, or as necessary at the Division Director level.
6. All staff EEO/ADA complaints are resolved; as many as possible are resolved informally, or as necessary at the Division Director level.
7. All staff satisfactorily completes pre-service and in-service training in professionalism, ethics, code of conduct and diversity as well as mandatory refresher training for violators.
8. Communication between management and line staff is clear, consistent and open.

### **Outcomes**

1. Staff has adequate resources to perform their assigned duties effectively and efficiently.
2. Women and minority employees in supervisory and managerial ranks and/or earning greater than \$50,000 per annum are proportionate to the state's workforce.
3. No sustainable protests are the result of procurement actions.
4. There are no avoidable accidents.
5. The rate of staff turnovers and vacancies at ADC is lower than the state's average providing an increased experienced workforce.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **STRATEGIC ISSUE 4:**

#### **Provide victim-focused and victim-friendly services to crime victims and survivors**

Prior to FY 2004 the department had only limited involvement with crime victims and survivors. It provided few victim services and offered no opportunities for survivors to participate in victims-focused programs. Since FY 2004 the department's Plan commits our time and talent to serve and support the very core of our customer base, Arizona crime victims and survivors. We strive to improve their access to timely, reliable information about the population and ensure they receive payment of all court-ordered restitution in full. We also expect every inmate and offender to accept responsibility for their criminal conduct and express remorse in word and deed mitigating to the extent possible the harm they have caused crime victims, their families, neighbors and neighborhoods. Since FY 2004, inmates have contributed over \$400,000 in cash and in-kind donations to Arizona's crime victim organizations through fund raisers and restorative justice activities at the state's 10 prisons. Court ordered restitution also improved with 11.41% more inmates participating since FY 2003.

During FY 2007 the department is redoubling its efforts to collect more restitution from more offenders for more crime victims. It is also completing expansion of two existing types of restorative justice programs – *Impact of Crime on Victims* (ICVC) classes and *Restorative Justice* (victim-focused community service requested by and directly benefiting crime victims and crime victims' organizations) so that both are available to survivors at every complex and by 2012, at every unit. The third offering – *Victim-Offender dialog* – will be piloted later this year. Over time, it will also be offered statewide. All three endeavors are victim-focused and victim-friendly, evidence-based and outcome-oriented.

### **GOAL 15:**

**Crime victims and their families have ready access to the department and receive credible information and critical support services.**

#### **Objectives completed to date, led by Victim Services**

1. Established an Office of Victims Service offering comprehensive victim services by trained ADC staff providing personal contact with victims inquiring about the status of offenders, seeking information about ADC operations, and participating in ADC victims' programs and services.
2. Included in the Office, advocacy and information for ADC employees who are crime victims and victims of workplace violence.
3. Established a Crime Victims' Advisory Council enabled by a newly issued, governing departmental order.
4. Developed partnerships with crime victim organizations serving survivors of DUI offenses, domestic violence, homicide, sexual assaults and other felonies committed in Arizona.
5. Established facility liaison positions, selected and trained ADC staff volunteers to serve as liaisons to the state's crime victim community from each complex.
6. Developed pre-service and in-service curriculum to inform ADC staff about victims' services including restorative justice.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

7. Working with the department's Victims Services Advisory Council, discontinued the state's crime victim automatic notification process (VINE) instating in its place a personal notification process provided by trained victim advocates.
8. Established and now maintain viable partnerships with crime victims' organizations.
9. Developed a notification and response process with CIRT for ADC staff who are crime victims of workplace violence.
10. Provided victim sensitivity training to investigators and other department employees interacting with ADC staff who are victims of workplace violence.

**Objectives expected to be completed in FY 2007, led by Victim Services**

1. Expand facility liaison positions to interface with the state's crime victim community from each parole office.
2. Strengthen relationships between ADC victim service liaisons and crime victim organizations.
3. Develop a victims' service web page in English and Spanish.
4. Establish a revolving fund to support victims services activities; pilot the sale of a CY 2007 calendar to raise funds for this account.
5. Integrate the notification and response processes for ADC staff who are crime victims of workplace violence into departmental policy.
6. Maintain coordination of CIRT support services provided to ADC staff who are victims of workplace violence.
7. Enhance community awareness of ADC crime victims' services to the public.
8. Seek the assistance of NIC to develop parameters for Victim-Offender dialogue.

**Objectives expected to be completed between 2008 - 2012, led by Victims Services**

1. Sustain and support the work of the ADC advisory council to continue to improve ADC Victims Services.
2. Solicit formal and informal feedback from crime victims and victim organizations to evaluate and improve the activities and outcomes of the department's Victims Services unit.
3. Develop a formal survey for recipients of crime victims' services to evaluate activities and improve outcomes.

**Outputs**

1. Crime victims may contact trained victim advocates any day, any time.
2. Crime victims receive timely and reliable information and referrals.
3. Crime victims receive services that meet their needs as survivors.

**Outcomes**

1. Crime victims and survivors recover from the impact of crime as much as possible, as quickly as possible.
2. ADC staff subjected to workplace violence recovers from the impact of workplace violence as much as possible, as quickly as possible.

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

**GOAL 16:**

**All inmates and offenders participate in victim-focused activities that raise awareness of the impact of their criminal conduct on crime victims and press the population to make amends to crime victims for their unlawful behavior including the payment of all court-ordered restitution owed crime victims.**

**Objectives completed to date, led by Victim Services**

1. Inmates are encouraged to contribute annually to fund raising activities benefiting crime victims' organizations in recognition of Crime Victims Rights Week.
2. Inmates are invited to submit original design posters distributed annually in recognition of Crime Victims Rights Week.
3. Inmates are encouraged to contribute to victims organizations annually through pledges to the SECC annual campaign.
4. The concerns of crime victims are addressed by inmates in pre-release preparation and transition-specific planning provided by CO III/IV and Parole Officers in Level-1 units and fast track facilities.
5. ADC Advisory Council and Victim Services staff developed the department's Impact of Crime on Victim (ICVC) curriculum with the assistance of NIC consultants.
6. The ICVC curriculum was piloted at ASPC-Florence and then finalized.
7. Victim Services staff defined the unit's activities and instituted a reporting system to track and report its activities by location on a monthly basis.

**Objectives to be completed in FY 2007, led by Victim Services**

1. The ICVC program is expanded to all complexes, adding new victim volunteers and additional victim organizations.
2. Continue to facilitate, monitor and evaluate ICVC including developing a tracking system and establishing outcome-oriented performance measures.
3. The Governor's Re-Entry Task Force recommendations are adopted and incorporated into the unit's policy and procedures and program offerings.
4. The unit participates in the passage and implementation of legislation enabling the collection of court-ordered restitution in full.
5. The unit monitors implementation of Inmate Incentives; ensuring inmates satisfy court-ordered restitution prior to earning improved conditions of confinement.
6. The unit develops methods to track and report monthly the status of inmates' court-ordered restitution payments to individual crime victims.
7. Restorative justice activities are formalize and expanded to every unit, enabling more inmates to contribute more funds, goods and services to crime victim organizations.

**Objectives to be completed in FY 2008, led by Victim Services**

1. ADC will develop a plan ensuring collection of all offenders' court-ordered restitution including those on community supervision.
2. The unit will pilot a community-based Re-Entry Advisory Panel.
3. The unit will continue to expand opportunities for offender participation in charitable campaigns and other fund raising activities.

**Objectives to be completed FY2009 - FY2012, led by Victims Services**

1. The ICVC program will be expanded to all units, adding new victim volunteers and additional victim organizations.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

2. The unit will develop community resources and expand department capacity to satisfy victim organizations' Wish List requests as quickly as possible.
3. The unit will monitor for compliance of the collection of all offenders' court-ordered restitution.
4. The unit will expand opportunities for offenders on community supervision to participate in charitable campaigns and restorative justice activities.
5. The unit will evaluate and expand the community-based Re-Entry Advisory Panel pilot state-wide.
6. The unit will evaluate and expand the department's Victim-Offender dialogue initiative to all complexes.

**Outputs**

1. All inmates and offenders comply in full with court-order restitution obligations.
2. All crime victims and supervisors seeking participation in ICVC classes and eligible to participate in Victim-Offender dialogue, participate.
3. All inmates and offenders participate in charitable campaigns and activities.
4. All inmates participate in ICVC classes.
5. All eligible inmates participate in Victim-Offender dialogue.

**Outcomes**

1. Supported, crime victims and survivors recover faster and better than before.
2. Crime victims and survivors receive court-ordered restitution on time and in full.

**Issue 4 Strategies, On-Going Efforts towards Excellence, led by the Office of the Director, Victims Services**

1. Continue to develop readily available and affordable community resources for crime victims and victim organizations.
2. Collaborate with community-based service delivery systems and government organizations to develop, expand and share resources that assist crime victims and victim organizations
3. Develop and sustain meaningful partnerships with stakeholders and customers.
4. Inform the department's customers and stakeholders about its activities and outcomes benefiting crime victims and victim organizations.
5. Educate the public, cultivate constituencies in the public and private sectors, and develop outreach programs to garner support for victims' issues, and advocate for ADC programs and services benefiting crime victims and victim organizations through the media, public appearances and publications.
6. Fully utilize existing resources wisely including space, funds and personnel to benefit crime victims and victim organizations.
7. Routinely monitor ADC activities and outputs for compliance, regularly publish results impacting crime victims and victim organizations.
8. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices affecting crime victims and victim organizations.
9. Consistently provide department-wide, only evidence-based services and strategies for crime victims.
10. Identify USSC holdings impacting agency operations concerning victims' services, timely adjust policy and procedure.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

11. Develop and distribute crime prevention information; for example, public service announcements and training videos.
12. Partner as appropriate with legislators, prosecutors and the Court at the county, state and federal levels of government.
13. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
14. Develop annual ceremonies to commemorate Victims' Rights Week.
15. Draft legislation to address system deficiencies including as examples, rape shield laws, ensuring the confidentiality of correctional employees who are victims of workplace violence.

**Outputs**

1. All offenders comply in full with court-order restitution obligations.
2. All inmates participate in voluntary charitable campaigns.
3. All inmates participate in restorative justice activities.
4. All inmates participate in ICVC classes.
5. Eligible crime victims and offenders participate in Victim-Offender dialogue.

**Outcomes**

1. All registered crime victims receive court-ordered restitution in full and on time.
2. Offenders' cash and in-kind contributions to crime victim organizations increase.
3. Crime victim organizations Wish List requests are satisfactorily resolved.

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

**Resource Assumptions**

**NOTE: THE FOLLOWING RESOURCE ASSUMPTIONS (CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY AND ARE SUBJECT CHANGE IN KEEPING WITH INFLATION AND ECONOMIC CONDITIONS.**

<b>Total of all Strategic Issue Resource Assumptions</b>						
(Calculated in nominal/constant dollars)	FY 2007 Appropriation (actual)	FY 2008 Estimate	FY 2009 Estimate	FY 2010 Estimate	FY 2011 Estimate	FY 2012 Estimate
Full Time Equivalent (FTE)	9726.9	10,158.9	10,666.8	11,200.2	11,760.2	12,348.2
General Fund	817,157,700	872,819,900	916,460,895	962,283,940	1,010,398,137	1,060,918,044
Other Appropriated Fund	43,718,800	43,093,500	45,248,175	47,510,584	49,886,113	52,380,419
Non Appropriated Fund Expenditures	43,813,500	47,180,700	49,539,735	52,016,722	54,617,558	57,348,436
Federal Funds Expenditures	14,614,700	13,173,400	13,832,070	14,523,674	15,249,857	16,012,350
Agency Total Funds	919,304,700	976,267,500	1,025,080,875	1,076,334,919	1,130,151,665	1,186,659,248

Notes:

- FY 2008 figures are based on the agency's FY 2008 budget request.
- General Fund estimates in Years 2009 - 2012 represent an average 5% annual increase of the agency's FY 2008 request. The increase is based on three major issues: increased population growth (160 per month), health care increases and pay raises.

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

**Measures of Success**

***Critical outcomes: Offender Operations***

Inmates identified, assessed for STG validation, file initiated
STG validated inmates returned to general population as soon as possible
Inmates identified, assessed for protective custody, file initiated
Inmates assigned to protective custody returned to general population as soon as possible
Inmate-on-staff assaults per 1,000 inmates
Inmate-on-inmate assaults per 1,000 inmates, major
Inmate-on-staff assaults per 1,000, minor
Escapes from secure perimeters
Escapes from exterior work crews
Major disturbances
Minor disturbances
Programmable inmates placed in appropriate full time work assignments
Programmable inmates placed in appropriate part time work assignments
Major rule violations
Minor rule violations
Interdictions, drugs/paraphernalia in prison
Complexes compliant with annual peer review assessments
Individual units compliant with annual peer review assessments
Inmates/offenders randomly tested for drugs each month; positive UA results
Inmates/offenders randomly tested for alcohol each month; positive breathalyzer results
Inmates performing community service
Inmates assigned to ADOT
Inmates assigned to State Land crews
Inmates assigned to other public sector IGA
Inmates assigned to private sector employers
Inmates with court-ordered restitution, partial payment collected; dollars collected
Inmates with court-ordered restitution, payment fully resolved; dollars collected
Offenders on community supervision arrested for new felony crimes
Offenders on community supervision, revoked for new felony crimes
Offenders on community supervision, warrant issued for technical violations
Offenders on community supervision, revoked for technical violations
Offenders on community supervision, warrant issued for absconding
Ex-offenders revoked for new felony crimes
Number of ADC fugitives apprehended
Number of ADC fugitives not yet apprehended
Inmate grievances filed by type
Inmate grievances upheld
Inmate lawsuits filed by type
Inmate lawsuits upheld

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

***Critical outcomes: Program Services***

<b>Intake and Assessment</b>
Inmates admitted and assessed by custody level
Inmates admitted with less than 6 months to serve by custody level
Inmates admitted with more than 6 months to serve by custody level
Intake assessments (less than 6 month stay) completed within 3 days
Intake assessments (over 6 month stay) completed within 5 days
Number of custody classification overrides
<b>Education</b>
Inmates in need of Functional Literacy instruction, not enrolled
Inmates enrolled in Functional Literacy
Inmates achieve 8 <sup>th</sup> literacy standard
Average grade gain/month
Inmates in need of special education, not enrolled
Inmates enrolled in special education within 21 days of intake
Inmates in need of GED preparation, not enrolled
Inmates enrolled in GED preparation
GED graduates
Inmates in need of Work Based Education, not enrolled
Inmates enrolled in Work Based Education
Inmates successfully complete Work Based Education
Utilization rate for ABE/GED classes, seats/slots above 95%
<b>ACI</b>
Inmates eligible for ACI work program, not enrolled
Inmates eligible for ACI work program, enrolled
Utilization rate for ACI work slots above 95%
ACI revenue
ACI revenue expended on Work Based Education
<b>Religious Programs</b>
Inmates attending worship services
Inmates participating in other religious activities
RIFRA complaints, upheld
<b>Substance Abuse Programs</b>
Inmates in need of substance abuse education, not enrolled
Inmates enrolled in substance abuse education
Inmates successfully complete substance abuse education
Inmates successfully complete SA education, subsequently test positive for drugs/alcohol
Inmates in need of short term treatment, not enrolled
Inmates enrolled in short term substance abuse treatment
Inmates successfully complete short term substance treatment
Inmates successfully complete short term treatment, subsequently test positive
Inmates in need of long term treatment, not enrolled
Inmates enrolled in long term treatment
Inmates successfully complete long term substance treatment
Inmates successfully complete long term treatment, subsequently test positive
Utilization rates for SA education, short term/long term treatment slots above 95%

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

<b>Mental Health Program</b>
Inmates in need of mental health services, not enrolled
Inmates in need of mental health services, enrolled
Inmates successfully complete mental health services
Utilization rates for MH services above 95%
Inmates in need of psychotropic medication, compliant with prescription
Inmates placed on suicide watch
Inmates committing suicide
<b>Sex Offender Program</b>
Inmates in need of sex offender treatment, not enrolled
Inmates in need of sex offender treatment, enrolled
Inmates successfully complete sex offender treatment
Utilization rate for SO treatment slots above 95%
<b>Health Services</b>
Average daily healthcare cost per inmate
Inmates with one or more chronic care conditions
Pregnant inmates
Pregnant inmates deliver babies
Days, in-patient hospital care
Days, step-down care
Days, hospice care
Inmate medical grievances filed
Inmate medical grievance upheld
Files reviewed by QAC
Files reviewed by QAC with significant findings

***Critical outcomes: Support Services***

<b>Human Services</b>
Staff grievances filed
Staff grievances upheld
Staff EEO complaints filed
Staff EEO complaints upheld
Staff promotions
Staff resignations excluding retirements
Staff retirements
Staff vacancy rate
CO turnover
CO FTE hired to backfill CO vacancies
<b>Staff Development and Training</b>
CO staff successfully completing COTA training
Core competency testing, line staff with passing scores (70% or greater)
Core competency testing, supervisory/managerial staff with passing scores (80% or greater)
Utilization, tuition reimbursement
<b>Information Technology</b>
Development projects satisfactorily completed on time.
Radio communication service requests satisfactorily completed on time

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

GITA reporting satisfactorily completed on time.
<b>Inspector General</b>
B2B peer assessments completed on time
Administrative investigations completed satisfactorily on time.
Criminal investigations completed satisfactorily on time
All monthly and the Annual Reports completed satisfactorily on time
<b>Procurement</b>
All contracts are renewed timely with the pre-approval of the affected Division Director
<b>Financial Services</b>
All invoices are processed for payment within five work days of receipt
<b>Budget, Planning, Research</b>
Annual budget request completed in consultation with Division Directors on time
Monthly budget reports accurately completed and posted on time
Efficiency Reports (monthly updates/quarterly presentations) completed on time correctly

***Critical outcomes: Office of the Director***

<b>Victim Services Office</b>
Crime Victim registrations
Crime Victim notifications
Victim organizations requesting assistance
Victim organizations receiving assistance
Inmates participating in victims-focused community service (restorative justice)
Crime victims participating in Impact of Crime on Victim classes
Inmates participating in Impact of Crime on Victim classes
Staff who are crime victims served by CIRT
Staff who are crime victims served by OVS
<b>Labor Relations</b>
Employee EEO complaints decrease
Employee grievances decrease
Unsustainable employee discipline decreases
Improved communications between and with the labor force and office of the Director
<b>Constituent Services</b>
Informal complaints received by subject
Informal complaints received by location.
Informal complaints sustained
Formal complaints received by subject.
Formal complaints received by location.
Formal complaints sustained
Grievance/Disciplinary appeals received by reason
Grievance/Disciplinary appeals received by location
Grievance/Disciplinary appeals sustained
<b>Public Information</b>
Timely good news advisories
Timely publication, The Post
Timely responses to Public Information requests

**Department of Corrections  
Five-Year Strategic Plan, FY 2008 to FY 2012**

<b>General Counsel</b>
Department Orders and Instruction comply with state and federal law
Staff discipline complies with state and federal law
Procurement and contracts comply with state and federal law
Public Information responses comply with state and federal law

## **Definitions**

### **Able**

An inmate with the capacity to work or participate in school or treatment is able.

### **At Risk**

Inmates with a propensity for violence to themselves or others per empirical data and clinical assessment are at risk for relapse, revocation, and recidivism.

### **Back to Basics**

Agency-wide emphasis on fundamental security practices.

### **Best Practices**

Strategies, activities, or approaches empirically demonstrated to be efficient and effective.

### **Compression**

Salary inequities resulting from little to no differences within and between grades or positions

### **Core Competencies**

The department's core competencies encompass basic security skills and essential correctional concepts.

### **Correctional Professional**

A correctional professional is a well-trained employee of ADC, diligent in his execution of Department policies and state and federal law. His performance improves public safety. He is impartial, has integrity and is ethical throughout his career. The correctional professional interacts with his supervisors, colleagues, subordinates, offenders and the general public with respect, fairness, honesty and dignity. A corrections professional continually strives to improve his performance, and keeps abreast of the field's best practices. A corrections professional teaches and leads by example, modeling and mentoring staff and offenders.

### **Direct Supervision**

Staff interacts routinely and professionally with the offender population, where appropriate in a physical plant with less physical barriers, in prescribed ways that promote professional interactions.

### **"Fast-track" Inmate**

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

An inmate who will serve less than six months confined is referred to as a fast-track inmate.

### **Field Training Officer (FTO)**

A FTO is a designated employee that provides on-the-job-training (OJT) to new employees and on-the-job-retraining (OJRT) to tenured staff.

### **Flagship**

The finest, largest, or most important one of a series, network or chain; the one that sets the standard; the standard bearer; ADC

### **Full-Time Work Assignment**

The assignment of an inmate to 30 or more hours a week of treatment, school, vocational training, ACI and/or other work

### **High Risk Offender**

An offender with a propensity for recidivism, violence against self or others, and/or escape per empirical data and clinical assessment.

### **Indirect Supervision**

Staff has minimal contact with inmate. Structural barriers in physical plant and operational barriers in post orders and assignments restrict interactions between an employee and inmates.

### **Inmate**

An inmate is a felon serving a sentence imposed by the state in a state correctional facility.

### **Inmate-on-Inmate Aggravated Assault**

An inmate intentionally causes serious physical injury or uses a weapon or dangerous instrument during an assault on another inmate.

### **Inmate-on-Inmate Assault**

Physical contact by one inmate with the intent to cause or provoke injury to another inmate

### **Inmate-on-Staff Assault**

Knowing, intentional or reckless physical contact causing physical injury to an employee; the inmate strikes staff with a weapon or object, or hands, fists or feet with the intent to cause harm or physical injury; an inmate knowingly touches staff with intent to injure, insult or provoke; an inmate committing an assault with bodily fluids by throwing or projecting saliva, blood, seminal fluid, urine or feces at or on a correctional employee. See A.R.S. 13-1203, 13-1204, 13-1212.

### **Leisure Time**

The hours during the day when an inmate is not specifically assigned to treatment, school, vocational, ACI and/or other work assignments is called leisure time. Leisure time activities include victim-focused community service (Restorative Justice), community service, religious

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

activities, recreation, self-study, distance learning, AA-NA and other volunteer substance abuse programs, and visitation.

**Lethal Force**

The degree of authorized physical force certain staff may employ to cause death or serious physical injury, or in the manner of its use or intended use capable of creating a substantial risk of causing death or serious physical injury.

**Less-Than-Lethal Force**

The degree of authorized physical force that an authorized employee may direct toward the body of another person that is not likely to result in death including confinement, physical restraint, weaponless defensive/arrest tactics, and deployment of less-than-lethal specialty munitions.

**Major Rule Violation**

A rule violation of such magnitude (including some persistent minor rule violations) that the inmate's action significantly impacts the safety, well-being and/or security of staff, unit operations or other inmates. A finding of guilty may result in major penalties including loss of earned release credits, restitution, placement in a non-earning status and disciplinary detention.

**Master Class (specialist classification)**

Staff recognized as demonstrating the highest level of proficiency in the performance of their duties is eligible to earn special designation and a pay differential.

**Minor Rule Violation**

A rule violation where there is no threat to the safety, well-being or security of staff, unit operations, or other inmates. Informal resolution is not sufficient to address the behavior but loss of earned release credit, placement in a non-earning status or disciplinary detention as restitution is not warranted.

**Offender**

An inclusive term for any felon under the authority of ADC and includes both inmates confined in state prisons and those completing their state sentence under community supervision.

**On-the-Job Retraining (OJRT)**

Competency based classroom and practical applications of basic correctional skill sets for tenured Correctional Officers whose core competency testing is sub par.

**On-the-Job Training (OJT)**

Competency based classroom and practical applications of basic correctional skill sets for probationary Correctional Officers.

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Parallel Universe**

An approach to pre-release preparation whereby inmates' daily activities are conducted as much like the real world as possible so that they acquire the social skills, work habits, and underlying values directly associated with being a productive, law-abiding citizen.

### **Part-Time Work Assignment**

The assignment of an inmate, 15 or more hours but less than 30 hours per week, to treatment, school, vocational training, ACI, and/or work.

### **Peer Review Assessment**

An assessment of a work unit's compliance with ADC policies and procedures by peer subject matter experts (SME) ensures agency standards are being met and areas of sub-standard performance are identified and corrected.

### **Program Capacity**

The number of offenders served per classroom, treatment program and work assignment. Capacity is determined by the agency.

### **Programmable Offender**

All inmates are programmable. Only inmates assigned to an unrated bed or are out to court are excluded temporarily from programming. These beds include Intake, Administrative/Disciplinary Segregation and Medical beds. All programmable inmates shall be assigned to programs on a full-time basis unless medically excused. As such, inmates with high mental health scores in a mental health program and general population inmates assigned to ACI are both programmable.

### **Propensity for Violence**

An offender's propensity for violence is his likelihood to harm himself or others per empirical evidence. The extent to which an offender demonstrates a propensity for violence impacts his work and housing assignments and custody level or level of supervision.

### **Random Sample**

A representative sample is randomly drawn from a population so that each member of that population has an equal chance of being selected for testing or assessment.

### **Recidivism**

The arrest, conviction and commitment of a former ADC inmate to ADC

### **Relapse**

The reoccurrence of unauthorized conduct including as examples, consuming alcoholic beverages, and using drugs in an unauthorized manner

## **Department of Corrections Five-Year Strategic Plan, FY 2008 to FY 2012**

### **Restorative Justice**

A justice system that includes crime victims in its policies, procedures and programs; Restorative Justice affirms the rights of crime victims and affirms the state's responsibility to restore victims and survivors to the extent possible. A Restorative Justice program expects offenders to recognize the impact of their criminal behavior, express remorse and work toward repairing the harm to victims and community.

### **Risk Assessment**

A risk assessment is the empirically based determination of an offender's risk to harm self and others. It is a basis for custody classification in prison and community supervision.

### **Step Down Process**

The step-down process is an incremental approach to integrating special population inmates including certain STG prisoners into the general population

### **Subject Matter Expert (SME)**

A correctional employee recognized by ADC as having the expertise in a specific subject such as key control or inmate classification is a subject matter expert.

### **Target Sample**

Individuals specifically selected for testing or assessments are targeted for cause.

### **Transition Plan**

A checklist of re-entry requirements that inmates are required to satisfy prior to release from prison including as examples, developing a viable home plan, acquiring a positive identification document, accruing some savings.

### **Treatment**

The systematic administration of a clinical service by licensed personnel to an inmate or offender to address an identified physical, cognitive and/or psychological need is treatment.

### **Treatment Space**

Designated area in which services are provided. ADC determines treatment capacity per treatment activity.

### **Unit Management**

Decentralized and delegated authority to a multi-disciplinary team at the unit who assesses inmates' program needs and monitor their participation, and resolve as many issues that impact conditions of confinement at the unit level as possible. Unit management places inmates and staff in close proximity to each other to promote informed, pro-social problem solving.

**Department of Corrections**  
**Five-Year Strategic Plan, FY 2008 to FY 2012**

**Use of Physical Force**

Staff is authorized to use physical force per DO 804 only after persuasion, counseling, warnings and direct orders fail.

**Weapon (inmate made)**

Any object constructed or used by an offender to cause injury or provocation to another offender or staff.

**Work**

Any ADC-approved full or part time work-day activity whether institution or community-based; as examples, an ACI assignment, enrollment in an ABE/GED class or treatment program for sex offenders and services for the mentally ill and substance abuse.